GREEN HUMAN RESOURCE MANAGEMENT AND SUSTAINABILITY OF SELECTED FOOD AND BEVERAGES COMPANIES IN NORTH CENTRAL NIGERIA

AGWA Terwase Richard

Department of Business Administration, Joseph Sarwuan Tarka University Makurdi-Nigeria

Abstract: This study examined the effect of green human resource management and sustainability of selected food and beverages companies in north central Nigeria. The specific objectives were to green recruitment on sustainability of food and beverages companies in North Central, Nigeria. Ascertain the effect of green training on sustainability of food and beverages companies in North Central Nigeria. The study adopted a survey research approach, using questionnaire administration for data generation from 325 respondents of 14 food and beverages companies in North Central, Nigeria. The data were analyzed using descriptive and inferential statistics. The t-test and p-values from regression analysis (statistical package for social science, version 25.0) was used for test of hypothesis. Findings showed that green recruitment (t= 2.729, p= 0.007) and green training (t= 2.963, p= 0.003) had significant/positive effect on sustainability of food and beverages companies in North Central Nigeria. The study concludes that green recruitment ensures that the workforce is environmentally conscious from the start by hiring employees with green skills and competencies. And also that green training provides employees with the necessary skills to support sustainability initiatives. The study recommends amongst others that management of food and beverage companies in Nigeria should pay a serious attention in sustainable implementation of green recruitment practices which involves attracting and selecting candidates who are not only qualified but also have a strong commitment to green environmental practices. This practice ensures that the workforce is aligned with the company's green objectives from the onset.

1.0   INTRODUCTION

1.1   Background of the Study

The growth of global concerns and the introduction of international standards on environmental issues have created the need for businesses worldwide to embrace formal environmental strategies and programmes. Climate change, globalization, competition, changes in technology, changing customer and investor demands, and an environmentally unprepared human resource have aggravated the situation (Safwan *et al.,* 2023). These challenges have threatened the traditional sources of competitive advantage, though the sources remain relevant, they are not sufficient for success today as organizations shift towards exploring green economic facets of business. Human resources are among the key assets acknowledged worldwide due to their knowledge and competencies; hence, the green shift has thrust Green Human Resource Management (GHRM) as a key business strategy for business organizations (Wiguna *et al.*, 2023). Therefore, Green Human Resource Management (GHRM) is an emerging area in management that focuses on ensuring that an organization's management system is ecologically balanced and environmentally friendly (Igomu, 2023).

Globally, the large-scale manufacturing sector creates an enormous amount of waste, exploitation of natural resources, overconsumption of energy, and unsustainable workplace practices. This case is especially true for developing countries who despite exhibiting lucrative market growth potential are highly vulnerable to environmental and social exploitations and crises. The increasing harm and damage perpetuated on the natural environment by the activities of manufacturing firms require that a proactive and responsive approach be implemented to mitigate these challenges. In this regard, firms are to be responsible in ensuring their operation processes are adequately managed to prevent further degradation and enhance sustainability. Therefore, green human resource management practices are essential for employees to participate in green initiatives in line with the organization's vision (Pham *et al.*, 2020; Ahakwa *et al.*, 2021; Okechukwu *et al.*, 2022; Akpobolokami, 2023).

Green human resource management practices which include green recruitment, green employee training, green rewards, green employee involvement, green performance appraisal, are indispensable strategic tools to meet companies' sustainability goals (Bekhit *et al.*, 2023). Green human resource management through its various specific practices defines a firm's alignment towards environment protection for mutual co-existence. It also gives a focus on fragility of the ecosystem and the environmental effects of the organizations' economic activities in perpetuity (Bhutto and Auranzeb, 2016). Green human resource management contributes to the overall improvement of the organizational sustenance through innovative internal production processes that aid internal and external stakeholders (Kuria and Mose, 2019). Green human resource management contributes to the overall improvement of organizational performance and sustainability (Kuria and Mose, 2019).

Sustainability has become a vital part of any organization for it has a bearing on customer choices, employee support, and investment decisions. Sustainability is measured by assessing the performance of social, environmental, and economic metrics (Olayemi, 2018). The need to have a sustainable environment is a collective responsibility of all employees in organizations. Sustainability helps organizations to reduce and mitigate wasteful spending while streamlining processes to be more efficient. This makes a business more attractive to customers seeking quality products and services and investors interested in positive long-term growth in a business (Gill *et al.,* 2021).

In Nigeria and the north central, the food and beverages sector are now aligning their production and purchasing processes to incorporate the social, environmental and economic variables to reduce waste, prevent pollution, minimize the utilization of natural resources, and carbon emission (Oluwajinmi and Longe, 2023). The food and beverages industry has the capacity to strongly influence all three pillars of corporate sustainability (economic, social and environmental), given its economic relevance, interdependence with the environment and impact on aspects relating to health and well-being (Nwibere, 2024). It is against this backdrop that the study examines the extent to which Green Human Resource Management Practices affect the sustainability of food and beverages companies in North Central Nigeria.

1.2   Statement of the Problem

In the last decade, green human resource management has gained currency in many organizations, especially the food and beverages sector. The implementation of green HRM practices is intended to increase the employees' environmental awareness and help to develop new technical and management competences that support environmental improvements and thus improve the sustainability of the organizations. Thus, organizations develop their employees through green recruitment and green training strategies.

Observations are that with the knowledge and use of green human resource management practices enshrined in these organizations, there are yet struggles by organizations in the food and beverages sector in attaining desired sustainability in their organizations and outlay. The worry here is that the benefits therein are yet to be maximally tapped because it has potentials in enhancing innovativeness and competitiveness. Also there exists dearth in empirical as to the effect of green human resource management practices on sustainability of food and beverages sector in North Central Nigeria, hence necessitating this study.

1.3   Objectives of the Study

The broad objective of this study is to examine the effect of Green Human Resource Management Practices on sustainability of Food and Beverages companies in North Central, Nigeria. The specific objectives are to:

i.   determine the effect of green recruitment on sustainability of food and beverages companies in North Central, Nigeria.
ii.   ascertain the effect of green training on sustainability of food and beverages companies in North Central, Nigeria.

1.4   Hypotheses

The following hypotheses have been formulated for this study in a null form:

H_{01}:   Green recruitment has no significant effect on sustainability of food and beverages companies in Nigeria

H_{02}:   Green training has no significant effect on sustainability of food and beverages companies in North Central, Nigeria.

2.0   LITERATURE REVIEW

2.1   Concept of Green Human Resource Management Practices

'Green' implies to environment saving and maintaining activities which group the regular work, practices, and atmosphere of the organizations (Shen *et al.*, 2018). The basic concept of Green HRM is the regular activities of HRM through some environment saving process. For instance: efficient usage of raw materials, minimum usage of energy, maintaining decent working standards, maximum possible safeguard for not wasting the resources, appropriate utilization of unused resources, and development-oriented activities (Zhang *et al.*, 2019).

Green human resource management is a set of strategies for businesses to develop its human resources in ways that improve their environmental performance and long-term sustainability (Wong *et al.*, 2018). When human resource management practices of an organization (recruitment, training, performance measurement, employee involvement, reward systems

etc.) are used to develop employee's green abilities, they are known as green human resource management practices (Jaramillo *et al.*, 2018). Green recruitment is the process of employing persons with knowledge, skills, behaviours and approaches that are associated with environmental management systems in organizations (Deepika and Karpagam, 2016). In green training the employees learn about the importance of environmental management during the green training programs. They are trained on working methods that reduce waste, conserve energy, create environmental awareness in the organization, and provides an opportunity to the employees to solve environmental problems (Al-Mamun, 2019).

Scholars (such as Oyedokun, 2019; Omoyele and Akpor, 2021; Omune and Nyang'au, 2021; Akpobolakami, 2023) have used several green human resource management practices such as green recruitment and selection, green employee socialization, green ethics management, green health and safety, green training and development, green performance appraisal, green involvement/participation, green reward and compensation. This research focuses only on the green human resource practices that help organizations to hire employees with environmental know-how (Green Recruitment), that support staff in enhancing their skills (Green Training).

i.   Green Recruitment

Green recruitment is a process of identifying, evaluating and verifying (where necessary) candidates' eco-mindedness and ecological values with minimum environmental impact (Berber and Aleksić, 2016). The green recruitment (GR) concept involves selecting and hiring individuals with knowledge, competencies, techniques, and attitudes that are compatible with a particular organization's environmental management systems. Sandi *et al.* (2021) suggest that green recruitment practices can contribute to successful environmental management by ensuring that new employees are familiar with an organization's environmentally friendly values and possess the necessary skills to uphold its environmental principles.

Green recruitment is the process of attracting and hiring candidates with green skills and values (Diri, 2021), having a minimal environmental impact (Fapohunda *et al.*, 2022). As submitted by Saini and Shukla (2016), under this form of recruitment pattern, mediums such as online portal, online application forms like Google forms, telephone or video-based interviews, e-mails are employed in minimizing travel-related environmental impact.

Green Training

Green training is the process of equipping employees with working approaches that ensure adequate resource utilization, reduce waste, energy conservation, and environmental degradation (Adesola *et al.* 2021). Aremu and Adepoju (2022) averred that environmental related education, training and development are key areas of green human resource management in organizations. Also, Jabbour (2011) submitted that green training refers to a collection of programs that encourage employees to acquire environmental skills and address environment problems that are crucial to the achievement of environmental goals. It may be understood as an important human or organizational feature in view of contemporary research on green human resource management (Renwick *et al.*, 2012).

2.2   Concept of Sustainability

Elkington (2017) conceptualized sustainability in food and beverage companies as the integration of economic, environmental, and social performance commonly referred to as the "Triple Bottom Line." Elkington emphasizes that businesses must balance profit-making with environmental stewardship and social responsibility to ensure long-term success and contribute positively to society. Porter and Kramer (2021) define sustainability as creating shared value by addressing societal needs and challenges through business practices. In the food and beverage industry, this involves sourcing sustainably, reducing waste, and improving community well-being while simultaneously enhancing the company's competitiveness and profitability.

In Nigeria, Adeola (2019) defined sustainability in the Nigerian food and beverage industry as the adoption of environmentally friendly practices, efficient resource management, and corporate social responsibility. The focus is on reducing environmental footprints, ensuring food safety, and contributing to community development to achieve long-term business success. Also, Olayemi (2018) emphasizes sustainability as the integration of sustainable agricultural practices, efficient production processes, and adherence to regulatory standards in Nigeria's food and beverage sector. This approach ensures food security, reduces environmental degradation, and promotes economic growth in the industry. Olaniyi (2020) defines sustainability in the food and beverage industry as the commitment to corporate social responsibility, environmental protection, and ethical business practices.

2.3   Measures of Sustainability of Food and Beverages Companies

Thus, from the background, as put forward by Elkington (2017), there are three basic pillars of sustainability of Food and Beverages Companies namely, economic, social and environmental sustainability.

i.   Economic Sustainability

Economic sustainability involves practices that support long term economic growth without negatively impacting social, environmental and cultural aspects. It emphasizes efficient resource use, innovation and stable financial systems. Instances can be seen in cash flow control, cost reduction and so on (Hamod and Majeed, 2021).

ii.   Environmental Sustainability

Environmental sustainability is conceptualized by Diri (2021) as the balance that allows human society to satisfy its needs with the use of natural resources with major consideration for the future generation to satisfy theirs. Environmental sustainability is a responsive interaction with the environment with a view to conserving natural resources through developing alternative sources of power and reducing pollution or any negative impact for the long environmental quality (Goi, 2017; Amrutha and Geetha, 2020).

iii.   Social Sustainability

Diri (2021) put forward the following definition of social sustainability as a process of creating a prosperous society by close and thorough understanding of people's needs. This includes a process for creating sustainable successful place that promote wellbeing by understanding what people need from the places they live and work.

For this study, organizational sustainability is measured by competitiveness, organizational responsiveness and commitment which are subsumed in the three realms of sustainability (that is environmental, economic and social sustainability). Also, these measures have also been used by different authorities at different times, such as Mesigo *et al.* (2022), as well as Fapohunda *et al.* (2022).

i. Competitiveness

Competitiveness is seen as a state in which organizations address dynamism in the external environment and continue to provide satisfactory products/services to customers which are better than the products offered by other players in the industry (Li and Liu 2014; Kaur and Metha, 2016). It has been propounded that competitive advantage is achieved only by those organizations which successfully mobilize their strategic capabilities (Chahal and Bakshi, 2015).

ii.   Organizational Responsiveness

The response capability dimension emphasizes agility in terms of change-enabling capabilities, which are embedded in organizational processes. Responsiveness refers to ability of recognizing changes and quickly taking advantage and benefiting from them (Hanagandi and Melo, 2018). Responsiveness is the ability of a firm to respond to customers' needs in terms of quality, speed and flexibility and it is characterized by combined goals such as time, quality and flexibility (Asree *et al.*, 2010). An organization's sustainability paradigm is often determined by its ability to respond quickly to changes in the business environment.

iii.   Commitment

Commitment is specific type of psychological bond between an individual/organization and a target (Abosede and Adesanya, 2017). This perceived bond is a socially constructed psychological state, differentiated from other bonds in that the individual/organization does not psychologically merge with the target but does make a conscious choice to care about and dedicate itself to the target.

2.4 Theoretical Framework

This study is anchored also on Natural Resource-Based View (NRBV) theory

Natural Resource-Based View (NRBV) Theory

The Natural Resource-Based View (NRBV) theory developed by Hart (1995) considers capabilities and resources that companies have which, when bundled in a unique manner bestows a company with a core competence. These core competences can generate a competitive advantage and innovativeness for the firm if they are valuable, rare, inimitable and non-substitutable (VRIN). Traditionally, strategic models have not considered how the constraints of the natural environment affect a firm's ability to generate a competitive advantage through its operations. The Natural Resource-Based View (NRBV) theory emerged to deal with this aspect. The theory is based on the principle that a company's sustainability (competitive advantage, customer response, commitment and innovativeness) fundamentally depends upon its relationship with the natural environment. This theory focused on the connection with firms' resources, capabilities and competitive advantages, and proposes that organizations should look inwards to find the sources of competitive advantage and sustainability rather by searching for competitive environment for it (Hart, 1995).

The NRBV framework identifies how companies can generate competitiveness, innovativeness and commitment based on capabilities that support sustainability/sustainable development. Hart (1995) developed a framework of three interconnected capabilities that firms can build including pollution prevention, product stewardship, and sustainable development. The framework is shown below:

1. Pollution prevention minimizes emissions, efficient and waste continuous improvement lower costs
2. Product stewardship minimize life-cycle cost of products, stakeholder integration preempts competitors
3. Sustainable development minimizes environmental burden of firm growth and development, shared vision and future position

A company's commitment to adopting sustainable management strategies requires substantial investment and a long-term commitment to market development. This is due to the lack of short-term profits. This commitment has the potential to raise a firm's future performance in relation to its competitors through customer response – leading to greater future competitive advantage (Hart, 1995; Pinzone *et al.*, 2016; Shen *et al.*, 2018).

This theory is more relevant to the study in that it helps in providing a theoretical mechanism through which it is possible to establish the connection between green human resource management practices and sustainability of business organization. Kumar (2015) contributing thus identified this theory as the theoretical basis of green human resource management practices. This theory articulates the connection with firm resources, capabilities and competitiveness and proposes that organizations should look inside the company to find the sources of competitive advantage rather than searching competitive environments for it. One of such resources is adopting green human resource management practices.

2.5 Empirical Reviews

Razali and Vasudevan (2024) examined the effect of green training and development, green recruitment and selection, and green compensation and reward for employee engagement on the sustainability in the Malaysian food and beverage industry. The result indicated that green training and development, green recruitment and selection, and green compensation and reward have a positive and significant relationship with employee engagement sustainability. Saputra *et al.* (2024) examined the effect of green training, green reward, and green recruitment on organizational citizenship behavior for environment employees at the Gembira Loka Zoo conservation agency, Yogyakarta, Indonesia. Results of the Structural Equation Modeling analysis using SmartPLS version 4 software revealed that green training, green reward and green recruitment have a significant effect on organizational citizenship behavior for environment employees.

Akpobolokami (2023) examined the relationship between green recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria. Findings revealed that there is a significant relationship between recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria. Manthena and Ravi (2023) examined the influence of green training and development strategies on employee performance motivation plays as moderating role in IT sector

in Indonesia. Results indicated that green training and development has a positive effect on employee performance and motivation significantly moderated the relationship between the variables. The study focused on green training and development which is one aspect of green human resource management hence, the present study expands to cover other dimensions.

Okechukwu *et al.* (2022) examined green human resource management policies and the performance of manufacturing companies in the Enugu state. The objectives include to: Determine the effect of green recruitment on efficiency and identifying the effect of green training and development on the effectiveness of Innoson Technical and Emenite Enugu. Victor and Worlu (2022) examined the relationship between green human resource management and organizational performance of firms in Rivers State. The focus was on four dimensions of green human resource management, green recruitment and selection, green training and development, green performance management, and green compensation and reward management improve organizational performance. Findings of the study revealed that green recruitment and selection, green training and development, green performance management, green compensation and reward management had significant relationship with organizational and environmental performance. Fapohunda *et al.* (2022) examined the effect of green recruitment and selection practices on organizational sustainability in the Nigerian manufacturing sector in Southwest, Nigeria. Findings from the study illuminated that green recruitment and selection practices significantly affect organizational sustainability.

Mesigo *et al.* (2022) examined the effect of green training and green compensation on organizational sustainability of plastic firms in Onitsha, Nigeria. The findings of the study revealed that green training has significant effect on organizational sustainability of plastic firms in Onitsha. Green compensation has significant effect on organizational sustainability of plastic firms in Onitsha. Don-Baridam and Diri (2021) examined the relationship between green recruitment/selection and corporate sustainability in oil and gas producing companies in Rivers Sate, Nigeria. The study findings revealed that there is a positive significant relationship between green recruitment/selection and corporate sustainability.

3.0   METHODOLOGY

This study utilized a survey research design. The population of this study consists of three hundred and twenty-five (325) management staff of fourteen (14) food and beverage companies in North Central Nigeria (Human Resource Department, 2024) who has adequate knowledge of the company's operation overtime to ensure objectivity of responses.

The study adopted a census approach since the population is small and of manageable size hence the sample size of the study was the same with the population. Consequently, the researcher adopted a census approach and the entire population of 325 management staff of food and beverages companies was used as the sample to achieve a desired level of precision.

The data for this study were collected through questionnaire administration. Validity and reliability were done before the actual study. Primary data served as the major source of data collection for this study. Primary source of data for this study were obtained mainly through structured questionnaire.

The model employed for this study is multiple regression model which involves the independent variable (green human resource management practices), and the dependent variable (firm sustainability). Therefore, the model specification to test the formulated hypotheses is as follows:
The model for this research is given as
FS=f(GRC, GTR)
Where
FS = Firm Sustainability
GRC= Green Recruitment
GTR = Green Training
The regression model, thus is given as
FS = x + β_1GRC+ β_2 GTR + e .... (1)
Where
x = Intercept of the regression
β_1 - β_2 = parameter estimates
e = error term

4.0 RESULTS AND DISCUSSION

325 copies of the questionnaire were distributed by the researcher to the respondents out of which 325 (representing 100 %) were correctly filled and returned. The answers supplied by the respondents according to the questionnaire were presented in tables and subsequently analyzed as follows:
The result retrieved from the respondents on the research variables including, green recruitment, green training, as well as sustainability were presented using frequency counts and percentages.

Table 1: Model Summary

Model	R	R Square	Adj R Sqaure	Std. Error of Estimate	Durbin-Watson
1	.836	.604	.599	.733	1.642

a. Predictors: (Constant), GRC, GTR
b. Dependent Variable: Sustainability
Source: Researcher's Computation from SPSS 25 Output, 2024
The coefficient of determination (R^2) shows that, green human resources management practices contributed 60.4 % variation in sustainability while the remaining 39.6 % is accounted by other factors outside the model. This implies that green human resources management practices of green recruitment and green training are significant in explaining the variation in the dependent variable (sustainability of food and beverages companies).

Table 2: Analysis of Variance (ANOVA)

_____

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	116.174	2	58.087	43.265	.000[b]
Residual	172.914	322	.537		
Total	289.088	324			

_____

a. Dependent Variable: Sustainability
b.   Predictors: (Constant), GRC, GTR

Source: Researcher's Computation from SPSS 25 Output, 2024

The table shows that the independent variables statistically and significantly predict the dependent variable F (5, 324) = 43.265, *p* =0.000. This implies that the regression model is a good fit of the data.

Table 3: Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	.996	.229		4.343	.000
GRC	.153	.056	.153	2.729	.007
GTR	.156	.058	.157	2.963	.003

a. Dependent Variable: Sustainability
Source: Researcher's Computation from SPSS 25 Output, 2024

The estimated equation is provided thus:

FS= .996 + 0.153GRC + 0.157GTR
The regression coefficient in Table 3 above for green recruitment (GRR) = .153 which means that, one percent increase on green recruitment will result in 15.3 % increase in the level of sustainability of food and beverages companies in Nigeria, if other variables are kept constant. The t-value of 2.729 is significant at .007 because the significance level is less than the p value, (p<0.05).

The regression coefficient for green training (GRT) is 0.157 which means that one percent increase investment in green training will lead to 15.7% increase in the level of sustainability of food and beverages companies in Nigeria if other variables are kept constant. The t-value of 2.963 is significant at .003 because the significant level is less than the p value, (p<0.05).

4.2.1 Test of hypothesis one
H01:   Green recruitment has no significant effect on sustainability of food and beverages companies in North Central, Nigeria.

To test this hypothesis, the strength of the effect of green recruitment on sustainability was measured by the calculated (p-value = 0.007; β= 0.153; t = 2.729) at a significant level (α) of 0. 05. Since the computed p-value (0.007) is less than the 5 % (0.05) level of significance for a two tailed test, the null hypothesis is rejected and alternative hypothesis accepted. This implies that green recruitment has a significant effect on sustainability of food and beverages companies in North Central, Nigeria.

4.2.2 Test of hypothesis two

H$_{02:}$ Green training has no significant effect on sustainability of food and beverages companies in North Central, Nigeria

To test this hypothesis, given that p-value = 0.003; β= 0.157; t = 2.963 at a significant level (α) of 0. 05. Since the computed p-value is less than the significance level of 0.05 (p value .003 < α 0.05), the null hypothesis is rejected and the alternative hypothesis accepted, implying that green training has a significant effect on sustainability of food and beverages companies in North Central, Nigeria

4.3   Discussion of Findings

The results collected from the participants and analysed are discussed in line with the research objectives and hypotheses:

Effect of green recruitment on sustainability of food and beverages companies in North Central, Nigeria

The result of hypothesis one indicated that green recruitment has a positive significant effect on sustainability of food and beverages companies in North Central, Nigeria. Regression was used to test the hypothesis at 5% level of significance and the p-value (.007) was less than the level of significance. This can be statistically given as P-value .007 < α = 0.05. This finding is in agreement with the study of Razali and Vasudevan (2024) reported a positive significant effect of green recruitment and selection on the sustainability of food and beverage industry in Malaysia. As well as by Saputra *et al.* (2024) who also found a positive effect of green recruitment on sustainability through organizational citizenship behavior for environment employees. The result is also supported by Akpobolokami (2023) whose study on green recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria found a positive relationship between green recruitment and selection and organizational sustainability. Fapohunda *et al.* (2022) established a significant effect of green recruitment and selection practices on organizational sustainability in the Nigerian manufacturing sector. In support of the result, Okechukwu *et al.* (2022) found that green recruitment has a significant positive effect on organizational efficiency.

The implication of the finding is that the recruitment of employees with green skills and competencies will help to enhance business sustainability by having an environmental friendly workplace.

Effect of green training on sustainability of food and beverages companies in North Central, Nigeria

The test of hypothesis two revealed that there is a positive significant effect of green training on sustainability of food and beverages companies in North Central, Nigeria. Regression was used to test the hypothesis at 5% level of significance and the p-value (.003) was less than the level of significance. This can be statistically given as P-value .003< α = 0.05. This finding is in line with the findings of Razali and Vasudevan (2024) alos found a positive significant effect of green training and development on the sustainability of food and beverage industry in Malaysia. Similarly, Saputra *et al.* (2024)

found a significant effect of green training on organizational sustainability in Indonesia. Manthena and Ravi (2023) also reported a significant effect of green training and development strategies on employee performance in Indonesia. A study by Okechukwu *et al.* (2022) in Nigerian reported a positive relationship between green training and development and organizational effectiveness. Mesigo *et al*. (2022) found a significant effect of green training and green compensation on organizational sustainability of plastic firms in Onitsha, Nigeria.

Conclusion

The study concludes that green recruitment ensures that the workforce is environmentally conscious from the start by hiring employees with green skills and competencies. The study concludes that green training provides employees with the necessary skills to support sustainability initiatives.

Recommendations

i.   The management of food and beverage companies in Nigeria should pay a serious attention in sustainable implementation of green recruitment practices which involves attracting and selecting candidates who are not only qualified but also have a strong commitment to green environmental practices. This practice ensures that the workforce is aligned with the company's green objectives from the onset.

ii. That managers of food and beverages companies in Nigeria should adapt more green training focusing on equipping employees with the knowledge and skills necessary to perform their jobs in an environmentally friendly manner. This includes training on waste reduction, energy efficiency, and sustainable resource usage. For food and beverages companies in Nigeria, investing in green training programs helps foster a workforce that is competent in sustainable practices, ultimately contributing to the sustainability of the companies.

REFERENCES

Abosede, S. C. and Adesanya, A. O. (2017). Contributions of Self-Efficacy and Problem-Solving Skills on Secretaries' Job Performance in Ogun State Public Service, Nigeria. *Journal of Education and practice*, *8*(11): 109-116.

Adesola, M.A., Yahaya, Y., and Abodunde, S.M., (2021). An Exploratory Study of Green Human Resource Management and Environment Performance of Nigerian Manufacturing Study Companies. *Indiana Journal of Humanities and Social Sciences*, 2(7):50-57.

Adeola, O. (2019). Sustainability Practices in the Nigerian Food and Beverage Industry. *Journal of Business and Sustainability*, 8(2), 34-47.

Ahakwa, I., Yang, J., tackle, E.A. and Asamay, M. (2021). Green human resource management practices and environmental performace in Ghana. The role of green innovation. *Science Journal of Management*, 4(4):45-58.

Akpobolokami, A. M. (2023). Green recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria. The *strategic Journal of Business and Change Management*, 10(1), 326-341.

Al-Mamun, M.A. (2019). An Analysis of Employee Awareness on Green Human Resource Management Practices: Evidence from Bangladesh. *Human Resource Management Research,* 9(1): 14-21.

Amrutha, V.N and Geetha, S.N. (2020). A Systematic Review on Green Human Resource Management: Implications for Social Sustainability. *Journal of Cleaner Production*, 22, 29-39.

Aremu, A.B. and Adepoju, O.O. (2022). Green human resource management practices and employee retention: An empirical evidence from Nigeria food and beverages industry. *International Journal of Innovative Social Sciences and Humanities Research*, 10(4): 103-112.

Asree, S., Zain, M., and Razalli, M. R. (2010). Influence of leadership competency and organizational culture on responsiveness and performance of firms. *International Journal of Contemporary Hospitality Management*, *22*(4): 500-516.

Bekhit, K., Leithy, W. and Mahmoud, A. (2023). The impact of green human resource management practices on employee retention and environmental sustainability: A conceptual model. YMER, 22(1), 104-133.

Berber, A. and Aleksic, E. (2016). Green Human Resource Management: *Organizational Readiness for Sustainability*. 273-278.

Bhutto, S. A. and Auranzeb, T. (2016). Effects of green human resources management on firm performance: an empirical study on Pakistani firms. *European Journal of Business and Management*, 8(16):119-125.

Chahal, H., and Bakshi, P. (2015). Examining intellectual capacity and competitive advantage relationship: Role of innovation and organizational learning. *International Journal of Bank Marketing*, 33(3), 1-35

Deepika, R. and Karpagam, V. (2018). A study on green HRM practices in an organization. *International Journal of Applied Research*, 2(8):426-429.

Diri, T. V. (2021). *Green human resources management and corporate sustainability of oil and gas producing companies in Rivers State*. An unpublished dissertation in the department of management sciences. University Press.

Don-Baridam, L., and Diri, T. V. (2021). Green recruitment/selection and corporate sustainability of oil and gas producing companies in Rivers state. *International Journal of Innovative Social Sciences and Humanities Research*, 9 (2), 105-117.

Elkington, J. (2017). Cannibals with Forks: *The Triple Bottom Line of 21st Century Business.* Capstone Publishing.

Fapohunda, T. M., Genty, K. I. and Olanipekun, L. O. (2021). Green training and development practices on environmental sustainability: evidence from Wamco Plc. *Journal of Educational Management & Social Sciences (JEMSS)*, 2(1): 1-19.

Gill, A., Ahmad, B., and Kazmi, S. (2021). The effect of green human resource management on environmental performance: the mediating role of employee eco-friendly behavior. *Management Science Letter* 11, 1725–1736.

Goi, C.L. (2017). The Impact of Technological Innovation on Building a Sustainable City. *International Journal of Quality Innovation*, 2(2),3-6.

Hamod, R. M. and Majeed, S. A. (2021). Effect of green human resource management practices in enhancing sustainable competitive advantage: an exploratory study of a sample of hospitals. *Alarch's Journal of Archaeology of Egypt Egyptology 18*(7), 1-21.

Hart, S. L. (1995). A Natural- Resource-Based View of the Firm. *Academy of Management Review*, 20(4), 986-1014

Igomu, D.M. (2023) Green Human Resource Managemnt Practices and Environmental Sustainability: An Emperical Evidence From Transcorp Hotels Plc, Abuja, Nigeria. *AFIT Journal of Marketing Research* Volume 3.

Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*, 4(2), 98-105.

Jaramillo, J. Á., Sossa, J. W. Z., and Mendoza, G. L. O. (2018). Barriers to sustainability for small and medium enterprises in the framework of sustainable development—Literature review. Business Strategy and the Environment. pp 22-34.

Kaur, V. and Metha, V. (2016). Knowledge based dynamic capabilities. A new perspective for achieving global competitiveness in I.T sector. *Pacific Business Review International*, 1(3); 96-106

Li, D.Y., and Liu, J. (2014). Dynamic capabilities, environmental dynamism, and competitive advantage: Evidence from China. *Journal of Business Research*, 67(1): 2793-2999

Manthena, R. L. and Ravi, J. (2023). Impact of green training and development on employee performance in IT Companies Hyderabad, Mediating Role as Motivation. *International Journal of Management Invention*, 2(2):12–23.

Mesigo, C. C., Okeke, C.O. and Okeke, M.M. (2022). Green human resource planning and organizational sustainability of manufacturing firms in Anambra State. International Journal of Business systems and economics, 13(17), 197-216.

Nwibere, B. (2024). Green human resource management practices and organisational sustainability in the food and beverage industry in Rivers State. *GPH-International Journal of Business Management*, *6*(05): 51-65.

Okechukwu, E U., Oluka, K. U., Egbo, D. E. and Nworgu, N. O. (2022). Green human resource management policies and performance of manufacturing companies in Enugu State. *Journal Business Research and Statistics,* 4(2):1-11.

Olaniyi, B. (2020). Corporate Social Responsibility and Environmental Sustainability in Nigeria's Food and Beverage Industry. *African Journal of Business Ethics*, 14(3), 87-99.

Olayemi, T. (2018). Sustainable Development and the Food and Beverage Sector in Nigeria. *Nigerian Journal of Environmental Economics*, 3(1), 25-39.

Oluwajinmi, B. and Longe, O. (2023). Total Quality Management and Corporate Sustainability of Food and Beverage Companies in Lagos State, Nigeria. *African Journal of Economics and Sustainable Development*, 6(3): 54-71.

Omoyele, O.S. and Akpir, R. M. (2021). Green human resource management and organizational productivity in manufacturing industry in Nigeria. Christopher University *Journal of management and Social Sciences*, 1(1), 34-47.

Omune, L.S. and Nyang'au, S. (2021). Effect of green human resource management practices on employee work performance in selected public universities in South Rift Kenya. *Journal of Human Resource Management*, 3(1):501-514.

Oyedokun, O.O., (2019). Green human resource management practices and its effect on the sustainable competitive edge in the Nigeria manufacturing industry (Dangote). Masters Dissertation, Dublin Business School.

Pham, N. T., Thanh, T. V., Tučková, Z., and Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management, 88*, 102392.

Pinzone, M.; Guerci, M.; Lettieri, E.; and Redman, T. (2016). Progressing in the Change Journey towards Sustainability in Healthcare: The Role of 'Green'HRM. *Journal of Cleaner Production,* 122, 201–211.

Porter, M. E., & Kramer, M. R. (2021). *Creating Shared Value: How to Reinvent Capitalism and Unleash a Wave of Innovation and Growth*. Harvard Business Review.

Razali, N. and Vasudevan, H. (2024). The impact of implementing green human resources practices on employee engagement sustainability. *International Journal of Human Capital in Urban Management*, 9(3): 389-404.

Renwick, D.W. Redman, T. and Maguire, S. (2012). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, *15*(1):1-14.

Safwan, N. S. Z., Ahmad, M. F. and Abdullah, M. S. (2023). The Effect of HRM Practices on Organizational Performance: A Survey of Malaysian State Sports Councils' Employees. *Information Management and Business Review*, *15*(2(I):47-53.

Saini, P. and Shukla, K.K. (2016). Green Recruitment: A New Tool of Cost Cutting (Conceptual Study), *International Journal of Scientific and Innovative Research,4*(1), 195-198.

Hanagandi, R. K., and Melo, F. R. (2018). Customer Satisfaction in Response to Select Washing-machine Brands-An Empirical Study. *Journal of Commerce and Management Thought*, *9*(3), 429-444.

Saputra, A.R.P., Widarta, W. and Iswiyanto, I. (2024). The impact of green training, green reward, and green recruitment on organizational citizenship behavior for environment. *International Journal of Human Capital Urban Management*, 9(1), 75-84.

Shen, J., Dumont, J., and Deng, X. (2018). Employees' perceptions of green HRM and non- green employee work outcomes: the social identity and stakeholder perspectives. *Group   and Organization Management*, 43(4):594–622.

Victor, B. and Worlu, S. D. (2022). Green human resource management and organizational performance: International Journal fo Advanced Academic research, 8(4), 23-32.

Wiguna, W., Sujoto, U., Tukiran, M. and Maszah, S. (2023). Green human resource management: a review. *International Journal of Economy, Education and Entrepreneurship*, *3*(2): 566–576.

Wong, C. W. Y., Wong, C. Y., and Boon-itt, S. (2018). How does sustainable development of supply chains make firms lean, green and profitable? A resource orchestration perspective. *Business Strategy and the Environment*, 27(3), 375–388.

Zhang, Y., Luo, Y., Zhang, X., and Zhao, J. (2019). How green human resource management can promote green employee behavior in China: a technology acceptance model perspective. *Sustainability*, 11(19):5408.