

Green Human Resource Management and Employee Performance: An Examination of The Ability-Motivation-Opportunity Framework in Supply Chain Organization

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ABSTRACT

This study examines the link between Green Human Resource Management (GHRM) and employee performance, using the Ability-Motivation-Opportunity (AMO) framework in the context of Nigerian supply chain organizations with Olam Feed Mills, Ogbondoroko, Ilorin, Kwara State as a case study. The research specifically focuses on the roles of green recruitment and selection and green training and development in fostering employee performance. A quantitative research design was adopted, utilizing a survey method with a structured questionnaire. The study's population consisted of 470 employees of Olam Feed Mills. Using the Taro Yamane (2004) sample size model, a sample size of 216 was determined. Data was collected via a convenience sampling technique. The f-statistics of 494.244 shows that the model is statistically significant. It shows that there is a significant relationship between green recruitment practices and employee's performance while R² value of 0.836 reveals that green training and development practices independently account for 83.6% of the variation in employee performance of Olam Feed Mills, thereby accepting the alternative hypothesis and rejecting the null hypothesis. These GHRM practices collectively contribute to improved employee performance. The study concludes that for organizations to effectively implement a green strategy, they should systematically integrate GHRM practices into their core operations to build a capable and engaged workforce. The findings provide practical recommendations for supply chain managers that seeks to leverage on GHRM for sustainable business outcomes in emerging economies.

Keywords: *Employees 'Performance, Green Human Resource Management, Green Training, Green Recruitment,*

INTRODUCTION

Environmental sustainability is no longer just a corporate social responsibility initiative; it has become a critical strategic imperative for businesses worldwide. As global environmental challenges, such as climate change and resource depletion intensify, organizations are under increasing pressure from regulators, consumers, and other stakeholders to adopt eco-friendly practices. This has led to the emergence of Green Human Resource Management (GHRM), which integrates environmental goals into traditional HR functions like recruitment, training, performance management, and compensation. GHRM is not just about compliance; it is about fostering a culture of sustainability from within by encouraging and rewarding employees for their green behavior (Aggarwal & Agarwala, 2023).

The emerging concerns of the global environment have forced many organizational practices to prioritize environmental affairs and business sustainability (Ullah, 2017). In Nigeria especially where most many businesses adopt different managerial concepts for practices with less consideration of its effects on the environment (Osugwu, 2006). Just like marketing, production and accounting, human resource management (HRM) is also a key function in an organization. HRM is an important aspect of management (Mehta & Chugan, 2015). The practice of Green Human Resources Management in the organizations is aged while

many take fewer precautions on its impacts on the environment (Agarwal et al., 2011; (Ndaeyo, et al., 2025).

Today's businesses are paying more attention on implementation of green HRM as it is of growing concern of society as well as all stakeholders. Furthermore, Green Human Resources Management can create a positive image and bring competitive advantages for the organization which will help the organization to survive in the environment that are characterized with volatility. Thus, a trend of green human resources management used by businesses emerged and is now one of their prominent strategies (FuiYeng & Yazdanifard, 2015). Moreover, businesses' concern about green HRM does not imply their implementation would utterly transform from conventional strategies to completely green HRM only, but to a certain level of environmental protections (Yang, 2017).

The rate at which environmental degradation and depletion of resources using some unrecyclable materials in human resources practice in most of the organisations worldwide are becoming alarming in recent year. It is now very essential for businesses to act towards the environment responsibly and behave socially by achieving their economic goals (Gupta, Dangayach, Singh, Meena, & Rao, 2018). A firm is considered socially responsible when implementing corporate strategies to reduce the adverse effect of its operation on the environment, health, and society's safety (Innocent et al., 2021). Although managing a sustainable corporate environment is a complex task that is considered one of the critical challenges organisations faced (Dubey et al., 2015). Green human resources management is very important to pursuing business practice for environmental sustainability to achieve efficiency and reduce waste. Organizations that desired to achieve environmental sensitivity, efficient resources, and social responsibility demonstrate a unique pattern of operation.

A global increase in business challenges and sustainability have forced many businesses across the globe to engage in research that are fit for identifying the best and most trending strategies available for implementation towards gaining a sustainable competitive market. One of these strategies is green human resource management which involves an organization concern towards their business environment.

GHRM has been widely studied in developed economies, its application and effectiveness in emerging economies, particularly in Africa, remain a burgeoning area of research. Nigeria, with its rapidly expanding economy and significant environmental concerns from industrial activities, presents a compelling case study (Diri, 2024). The Nigerian supply chain sector is a critical engine of the country's economic growth, but it's also a major contributor to environmental degradation through activities like high energy consumption, waste generation, and carbon emissions (Olayinka, 2021). Therefore, understanding how GHRM can be leveraged within this sector is of paramount importance.

Many countries of the world including Nigeria are currently implement Green HRM as a strategy to create sustainable competitive advantage (Innocent, 2021) through good organizational environmental performances. Therefore, this becomes imperative to investigate the effect of green human resources management on organizational performance in Kwara State, Nigeria.

The fundamental principle of this research is the realization that a motivated and engaged workforce is key to achieving green objectives. Employee performance defined as the successful execution of tasks that contribute to organizational goals is directly influenced by HR practices. By implementing GHRM, organizations can cultivate a workforce that is not only environmentally aware but also actively involved in reducing the company's ecological footprint (Don-Baridam & Diri, 2021). This study seeks to bridge the existing knowledge gap by investigating the direct relationship between GHRM practices and employee performance within Nigeria's supply chain sector. It will explore how green recruitment, training, performance appraisals, and rewards can impact employee productivity, efficiency, and overall commitment

to environmental sustainability.

STATEMENT OF THE PROBLEM

Despite the growing global awareness of environmental sustainability and the widely acknowledged role of GHRM in fostering a green corporate culture, a significant gap exists in its implementation, particularly within the Nigerian context. The Nigerian supply chain sector, a major contributor to the country's economy, faces pressing environmental challenges such as pollution, high energy consumption, and poor waste management practices (Ofoegbu & Lago, 2024). While academic literature from developed economies provides a strong theoretical link between GHRM and positive organizational outcomes, there is a dearth of empirical research specifically investigating this relationship in Nigeria (Adekoya, 2022).

It is however a source of concern that existing empirical studies from this clime on the subject limit their focus on either conceptual, different industries like manufacturing or oil and gas, or provide a generalized view without a specific focus on the complex, interconnected nature of the supply chain sector (Ehugbo, 2024; Don-Baridam & Diri, 2021). Consequently, there's a lack of targeted, data-driven insights on how GHRM practices such as green recruitment, training, performance management, and compensation affect employee performance within the unique operational and socio-cultural environment of the Nigerian supply chain.

Furthermore, poor implementation challenges that are notably found in Nigerian firms, particularly those in the supply chain sector, face distinct challenges in adopting GHRM. These include a poor level of environmental awareness among employees and management, a lack of clear governmental policies and regulatory enforcement, high costs of implementation, and a prevailing organizational culture that may not prioritize environmental sustainability over short-term financial gains (Abubakar & Mohammed, 2024). The absence of a strong research foundation makes it difficult for organizations to develop tailored GHRM strategies to overcome these specific barriers and leverage opportunities.

In addition, uncertainty of impact on employee performance has been another factor. Though theoretical link between GHRM and employee performance is plausible, it is not yet empirically proven for the Nigerian supply chain sector. There is a critical need to understand how these practices translate into tangible improvements in employee productivity, efficiency, and commitment to environmental goals. Without this knowledge, businesses are reluctant to invest in GHRM initiatives, as they cannot confidently measure the return on investment (ROI). This creates a cycle where the lack of research leads to a lack of adoption, further widening the research gap.

Therefore, this study is crucial as it will provide empirical evidence to bridge this gap, offering a clearer understanding of the direct link between GHRM and employee performance. The findings will not only contribute to the academic body of knowledge but will also provide practical guidance for supply chain managers, human resource professionals, and policymakers in Nigeria, enabling them to make informed decisions that foster both economic growth and environmental sustainability.

LITERATURE REVIEW

Green Human Resource Management (GHRM)

Recent conceptual reviews have refined the understanding of GHRM, moving toward a more holistic view. GHRM is consistently defined as the integration of environmental management into all traditional human resource functions, with the goal of fostering pro-environmental attitudes and behaviors among employees (Ahmad, 2024; Omigie & Kubeyinje, 2022).

The GHRM literature draws from inter-disciplinary organizational studies in strategic management, performance management, organizational culture, employee engagement and personnel training and development (San Román-Nieves et al., 2025). GHRM practices strategically create operational processes to support the sustainable performance of the firm (Abdelwahed & Ramish, 2025). Environmentally, friendly personnel management practices, better known as Green Human Resource Management, are environmentally sound business development from Human Resources Management by involving human resources as the main driving factor in the organization. Environmental management activities are carried out by implementing Green Human Resource Management practices, environmentally friendly recruitment, green elections, green training and development, green compensation and awards, green performance evaluation, employee-level performance audits, green employee relations and collective bargaining, and green complaint handling (Aboramadan & Karatepe, 2021).

Green Human Resource Management refers to all activities, practices and policies involved in the development, implementation and maintenance of ongoing systems that aim to turn an organization's employees green or become more environmentally friendly. (Tang et al., 2018). Krithika et al., (2019) viewed green HRM as a set of practices focused on achieving environmental sustainability through recruitment, training, compensation, performance assessment, work relationships, and the ability to attract and retain outstanding employees, while Murugan (2020) asserts Green Human Resource Management as promoting employee environmental practices by interacting with each employee with the aim of raising awareness for environmental sustainability.

Green Human Resource Management involves addressing the company carbon footprint by cutting down on usage of papers, reducing unwanted travel. Green Human Resource Management is about the holistic application of the concept of sustainability to organization and its workforce (Aravamudhan, 2012). It has been found out in various research that HR department in many companies are increasingly greening their processes to gain competitive advantage over others.

Furthermore, a significant portion of the recent literature is dedicated to empirically testing the outcomes of GHRM. The consensus across multiple studies is that GHRM has a demonstrable positive effect on a variety of outcomes at both the individual and organizational levels. On individual-level outcomes, GHRM is strongly linked to employee green behavior and pro-environmental behaviors (Aboramadan & Karatepe, 2021; Zhang et al., 2023). This is achieved by creating a psychological green climate and enhancing employees' green self-efficacy. GHRM also boosts green work engagement and organizational citizenship behavior for the environment (OCBE), where employees voluntarily go above and beyond their job descriptions to support environmental goals (Kaya & Demirağ, 2023).

More so, at the firm or organisation level, GHRM has a direct positive impact on environmental performance, such as reducing waste and energy consumption (Niazi et al., 2023; Tabrizi et al., 2023). While the link to financial performance is more indirect, recent research suggests that GHRM contributes to sustainable competitive advantage and green innovation, which can lead to long-term economic benefits (Wang & ZafirKhan, 2024).

Green Recruitment and Selection

Green recruitment and selection are a key component of Green Human Resource Management (GHRM) that focuses on attracting and hiring candidates with a strong commitment to environmental sustainability. Green recruitment is the process of attracting potential employees by highlighting the organization's environmental values and commitment to sustainability. This goes beyond traditional job advertisements to include a company's "green" reputation, eco-friendly policies, and environmental awards as key selling points. Green

selection is the subsequent process of evaluating candidates based on their environmental knowledge, skills, and values in addition to their traditional qualifications. This can involve asking questions about their personal environmental practices, their past involvement in sustainability projects, or how they would apply green thinking to their role (San Román-Niaves et al., 2025; Wang et al., 2024).

Green recruitment and selection process are considered one of the crucial parts of human resource management activities that offers prospective organization, an incentive to adopt green human resource management initiatives. The most challenging issues faced by human resource practitioners is how to hire and sustain highly skilled and professional employees in today's competitive environment. Firms are now market themselves by recruiting well equipped green practitioners that understand green practices and environmental issues (Ehnert, 2009). According to Nawangsari and Sutawidjaya (2019), green recruitment is a way to get candidates who are in accordance with existing positions in the company through an online process and the recruited candidates can maintain environmental values.

Green Recruitment, according to Nawangsari et al., (2022), is a method of obtaining individuals who are compatible with current jobs in a firm using an online procedure, and the hired applicants may uphold environmental principles. Green Recruiting is an online recruitment method for employee applicants that identify people that meet the company's job requirements while also considering environmental factors. Candidates that are devoted to the environment and willing to contribute to the firm are anticipated to emerge from the recruiting process. The aspects of Green Recruitment, according to Bernardin and Russell (2016), include recruitment applicants, selection providers, and selection criteria.

Green recruitment and selection are a crucial component of green human resource management as it highlights the need to establish environmentally conscientious employees that can assist them enhance their employee performance (Mousa & Uthman, 2019). According to Ahmad (2015), the green recruitment and selection is a process that emphasizes environmental value and makes it a central component of the organization. The process of green recruitment and selection attracts and selects candidates with knowledge, abilities, personality and habits in line with environmental programs of a company (Ullah, 2017).

Green recruitment means the environmental strategy used by firm in its recruitment and selection practices by collaborating the firm's activity about greening through recruitment efforts and selection criteria, communicating the organizational preference to recruit candidates who have competency and attitudes to participate in corporate environmental management. Bhutto and Auranzeb (2016) asserts that green recruitment is the process to achieve organizational performance by making recruiting and selection process more efficient such as reducing traveling expense through video conferencing, take interviews online. Masri and Jaaron, (2017) are of the view that the process of green recruitment increases their recruiting potential and attract talented employees. The recruitment process is expected to produce candidates who are committed to the environment and willing to contribute to the firm activities. According to Renwick et al., (2016), the dimensions of green recruitment are recruitment candidates' selection providers and selection criteria.

In addition, recent study by Abdelwahed and Ramish (2025) emphasized that organizations that prioritize sustainability in their hiring process are seen as more attractive to job seekers, particularly among younger generations who value corporate social responsibility. This can lead to a larger and higher-quality pool of environmentally conscious talent. Also, by selecting individuals who already possess a green mindset, organizations can create a workforce that is more likely to engage in pro-environmental behaviors and organizational citizenship behavior for the environment (OCBE) (Zhang et al., 2023). This leads to better performance on environmental metrics like waste reduction and energy conservation (Permana et al., 2024). Aggarwal and Agarwala (2023) further assert that green recruitment is considered the most direct way to

acquire green human capital and is crucial for building a strong green organizational culture from the ground up (Wang et al., 2024). The values of new hires can influence the entire workforce, reinforcing a culture of sustainability.

Green Training and Development

Green training and development, another thoughtful component of Green Human Resource Management (GHRM), concentrates on equipping employees with the knowledge, skills, and motivation to contribute to their organization's environmental goals. Recent global research underscores its pivotal role in translating corporate sustainability policies into tangible, on-the-ground actions. Green training refers to educational and skills development initiatives designed to raise employees' awareness of environmental issues and teach them how to perform their jobs in an ecologically friendly manner. This can include training on waste management, energy conservation, sustainable supply chain practices, or the use of eco-friendly technologies. Green development is the broader, long-term process of cultivating a sustainability mindset throughout an employee's career, ensuring they are prepared to handle emerging environmental challenges and contribute to a company's long-term green strategy (Wang & ZafirKhan, 2024; Renwick et al., 2024).

The word "Green Recruiting" is conceived by John Sullivan, Human Resources Consultant and Professor of Management at the San Francisco State University's College of Business in June 2007. He quoted "If you want an edge in recruiting, green recruiting is the way forward. Time is ripe for the companies to go in for a kill as many organisations have not taken to it currently" (Gupta & Gupta, 2013). Green recruiting refers to sharing of company's unswerving commitment towards the cause of environment with the candidates whom they are trying to hire. Environmental training is an effective technique for human resources development (Aragão & Jabbour, 2017). According to Jabbour and Jabbour (2016), green training refers to a system of activities that motivates employees to learn environmental protection skills and pay attention to environmental issues, which are key in achieving environmental goals and objectives. Green training can increase employee awareness and knowledge about environmental activities. Green training can help employees understand more about the importance of protecting the environment, which makes them more sensitive to the environmental control process. Green training is the development of behavior, attitudes, knowledge and skills in employees that stop the corrosion of environment related skills, attitudes and knowledge (Zoogah, 2011).

Green training means the process of on-the-job training and continued education intended to achieve corporate environmental management targets and purposes (Daily & Huang, 2001). Green training is a type of training related to relevant environmental topics that enable all employees in an organization to integrate the firm's performance with environmental issues (Pallie et al., 2014; Muduli et al., 2013). Green training and development methods reduces waste, increases proper utilization of resources, conservation of energy and reduces the causes of environmental degradation and it also provide the opportunity to engage employees in green environmental problem solving (Zoogah 2011). Perron et al., (2006) conducted a study by taking multiple case study approach and they identified the role of green training and development in promoting business value.

Green training is a practice that focuses on development of employees' skills, knowledge and attitudes. Green training educate employees about environmental management and training should be given to the employees in order to educate them about energy, waste reduction, and diffuse environmental awareness in the organization. Green training helps employees to provide opportunity to engage employees in environmental problem solving.

As regards the benefits of green training and development for organizations' performance, current literature provides compelling evidence that green training and development yield significant benefits. By providing relevant training according to San Román-Niaves et al., (2025), organizations tend to enhance employees'

green abilities and their sense of self-efficacy, which directly improves their performance on green tasks. This leads to better environmental outcomes such as reduced carbon footprint and more efficient resource use (Permana et al., 2024). A study in the Indonesian manufacturing sector found a strong positive correlation between green training and employee performance, underscoring its practical impact on productivity and sustainability (Permana et al., 2024).

Aggarwal and Agarwala (2023) further opined that training serves as a powerful tool to embed sustainability into an organization's DNA. It signals that those environmental values are core part of the company's identity and encourages employees to embrace those values voluntarily. This helps to cultivate a supportive green organizational culture and green psychological climate, where employees are motivated to engage in pro-environmental behaviors even without direct supervision (2023). From the angle of organization driving Innovation, green training is thought to be a key driver of green innovation. By equipping employees with knowledge of new sustainable technologies and processes, organizations empower them to identify and implement innovative solutions. This contributes to a company's long-term competitive advantage and its ability to adapt to a rapidly changing regulatory and market environment (Wang & ZafirKhan, 2024).

Employee Performance

Employee performance is a fundamental theme in the contemporary discussion of Green Human Resource Management (GHRM). Current research confirms a strong, positive relationship between GHRM practices and enhanced employee performance (Abdelwahed & Ramish, 2025). This connection is not only seen in direct, work-related tasks but also in employees' discretionary, pro-environmental behaviors. The mechanisms that drive this relationship are primarily rooted in green recruitment and selection, as well as green training and development (Akpan, et al., 2024).

Employee performance, according to Aborampah (2016) is the enhancement of the knowledge, skills, and abilities acquired by employees so that they can perform their duties to achieve organizational goals. Deadrick and Gardner (1997) are of the view that it is the output of an employee for performing his job within a certain period. Green Human Resource Management is an effective strategy for equipping and propelling employees to improve upon their performance in an organization. According to Aborampah (2016), employees that are well equipped with necessary skills by their organization are able to discharge well and gain competitive advantage in the business environment.

GHRM practices directly influence employee performance by creating an environment where employees' abilities, motivation, and opportunities align with the organization's environmental goals. This is often explained by the Ability-Motivation-Opportunity (AMO) theory (Mwita, 2019; San Román-Niaves et al., 2025). GHRM provides the necessary ability through green skills training, enhances motivation through green rewards and recognition, and offers opportunities for employees to participate in sustainability initiatives. This holistic approach leads to improved job performance, as employees become more productive, efficient, and innovative in their roles while also contributing to the organization's environmental objectives (Niazi et al., 2023).

The Ability-Motivation-Opportunity (AMO) Framework in GHRM

The Ability-Motivation-Opportunity (AMO) framework is a powerful theoretical lens used to explain how human resource management practices can influence employee performance. In the context of Green Human Resource Management (GHRM), the AMO framework helps to understand how eco-friendly HR practices translate into pro-environmental employee behaviors and, ultimately, improved organizational environmental performance (Iftikar et al., 2022).

$P=f(A, M, O)$

Where:

P=Performance
A=Ability
M=Motivation
O=Opportunity.

Ability (A) dimension refers to an employee having the necessary knowledge, skills, and competencies to perform their job, specifically related to environmental goals. Abilities refer to the development of employees' knowledge and skills through green training programs, equipping them with the necessary competencies to engage in sustainable practices (Iftikar et al., 2022). Organizations enhance employees' ability through green recruitment and selection (hiring candidates who are already environmentally conscious and skilled in green practices) and green training and development (Iftikar et al., 2022). This includes training on topics like waste reduction, energy conservation, or using eco-friendly technology (Rayner & Morgan, 2017). In a supply chain organization, this involves training warehouse staff on efficient packing to reduce material waste, educating logistics managers on optimizing routes to cut fuel consumption, or teaching procurement officers how to evaluate suppliers based on their sustainability credentials.

Additionally, motivation (M) element focuses on employees being willing and driven to perform their job in an environmentally friendly manner. It addresses why employees choose to apply their abilities. Motivation reflects the role of incentives, leadership, and cultural factors that drive employees' commitment to environmental goals (Iftikar et al., 2022). Organizations boost motivation through green performance management and appraisal (tying performance reviews to environmental metrics) and green compensation and rewards. This includes offering bonuses for meeting sustainability targets, public recognition for innovative green ideas, or providing non-monetary rewards like extra time off (Moraes et al., 2018). Employee in a supply chain is motivated to reduce the carbon footprint of their deliveries as their performance review and a portion of their bonus are linked to a successful reduction.

Opportunity (O) refers to the organizational context that provides employees with the chance to use their abilities and motivation to act in an environmentally responsible way. Opportunities encompass the structural and organizational conditions that enable employees to participate in pro-environmental behaviors, such as workplace policies and initiatives that encourage sustainable actions (Iftikar et al., 2022). Opportunities are created by involving employees in green decision-making, fostering a supportive green culture, and establishing effective communication channels. This includes creating cross-functional "green teams," implementing employee suggestion programs for sustainability, and providing the necessary tools and resources (e.g., recycling bins, energy-efficient equipment) to enable eco-friendly behaviors (Rayner & Morgan, 2017). In supply chain firms, warehouse worker who has the ability and motivation to save energy, needs the opportunity to do so, such as by being empowered to turn off non-essential lights or having access to motion-sensor lighting. The organization creates the opportunity for them to act on their green values.

Empirical Review

Ramussen et al., (2024) conducted a study to delve into the positive impact of Green Human Resource Management practices on job satisfaction and employee well-being within Indonesian companies, with a specific focus on the real estate development sector. The research meticulously examines the efficacy of distinct GHRM practices, such as environmental training and decision-making involvement, in nurturing employee well-being and job satisfaction. The methodology employs a quantitative approach, utilizing online surveys distributed to top Indonesian property development company employees. The findings underscore the pivotal role of comprehensive GHRM strategies in fostering a supportive and sustainable work environment, thereby contributing to overall organisational success.

Shuang et al., (2017) studied green human resource management research in emergence: A review and future

directions. The growing awareness of and regulations related to environmental sustainability have invoked the concept of green human resource management (GHRM) in the search for effective Environmental Management (EM) within organizations. GHRM research raises new, increasingly salient questions not yet studied in the broader human resource management (HRM) literature. Despite an expansion in the research linking GHRM with various aspects of EM and overall environmental performance, GHRM's theoretical foundations, measurement, and the factors that give rise to GHRM (including when and how it influences outcomes) are still under-specified. The review highlights an urgent need for refined conceptualization and measurement of GHRM and develops an integrated model of the antecedents, consequences and contingencies related to GHRM.

Shweta and Shruti (2018) examined green human resource management: A new trend in enhancing green behaviour at workplace. The paper seeks to attempt simplified reflections on the concept of green human resource management (Green HRM) that is a great concept which helps to sustain our environment and if worked on that have a great potential to serve initially the individuals then to the society and largely on the environment along with the business. The paper just focuses to explore the basics of this concept such as the meaning of the green HRM, reasons for moving towards greening, importance of green HRM, greening of HRM functions and requirements and the findings of some green HRM studies done in past by great researchers.

Sami (2021) investigates effect of green human resource practices on employee performance and behavior: A systematic review. The aim of this study is to explore the effect of the Human Resources (HR) practices on the employee performance from different perspectives. The study followed the archival method of the literature review. The results of this review revealed that the overall influence of green HRM practices is positive on the employee's behavior and performance. This study recommends filling the existing gap in the literature and exploring this relationship considering the relevant internal and external contextual factors.

METHODOLOGY

This study adopts quantitative method to assess the effect of Green Human Resources Management (GHRM) on employees' performance in supply chain management organisation with special focus on Olam Feed Mills, Kwara State. Survey method was considered through a self-administered questionnaire in order to determine the opinions and attitude of target beneficiaries about the effect of Green Human Resources Management (GHRM) on employees' performance. The 216 questionnaires derived from the population of 470 staff of Olam Feed Mills, Kwara State through Taro Yamane sample size determination model were finally inputted for analysis. Convenience sampling technique was also adopted while Standard multiple regression, descriptive and inferential statistics were instruments used for the analysis. The descriptive statistics involves frequency tables and percentages while the inferential statistics involves regression and analysis of variance (ANOVA).

To ascertain the validity of the instrument, content validity was adopted. The instruments were validated by the researcher's superior researcher who have more wealth of knowledge on the subject matter to scrutinize the questionnaire to ensure that the questions therein are not at variance with the subject matter under study. They ensured that the instruments represent the entire range of possible items to be tested in the study.

The reliability of the research instrument was tested using Cronbach's Alpha under the internal consistency method. The test-retest method was employed to assess the internal consistency of the questionnaire. The reliability for each of these variables was also determined using Cronbach's alpha coefficient, with the least value for each variable starting from 0.7 and above.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Test of Hypotheses

Hypothesis one

Ho1: Green recruitment practices have no positive and significant effect on employee performance of Olam Feed Mills, Kwara State.

Table 1: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.835 ^a	.698	.696		.37618

Predictors: (Constant), Green Recruitment practices

Dependent Variable: Employee’s performance

Source: Authors’ Computation, 2025

R2 value of 0.698 reveals that green recruitment practices independently account for 69.8% of the variation in employee performance of Olam Feed Mills, Kwara State, thereby accepting the alternative hypothesis and rejecting the null hypothesis.

Table 2: ANOVA^a

Model	Sum Squares	Df	Mean Square	F	Sig.
Regression	69.940	1	69.940	494.244	.000 ^b
Residual	30.283	214	.142		
Total	100.223	215			

a. Dependent Variable: Employees’ Performance

b. Predictors: (Constant), Green recruitment practices

Source: Authors’ Computation 2025

The f-statistics of 494.244 shows that the model is statistically significant. It shows that there is a significant relationship between green recruitment practices and employee’s performance.

Hypothesis Two

Ho2: Green training and development practices have no positive and significant effect on the performance of Olam Feed Mills.

Table 3: Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.915 ^a	.836	.836		.27684

Predictors: (Constant), Green training and development practices

Dependent Variable: Employee’s performance

Source: Authors’ Computation, 2025

R2 value of 0.836 reveals that green training and development practices independently account for 83.6% of

the variation in employee performance of Olam Feed Mills, thereby accepting the alternative hypothesis and rejecting the null hypothesis.

Table 4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.822	1	83.822	1093.707	.000 ^b
	Residual	16.401	214	.077		
	Total	100.223	215			

a. Dependent Variable: Employee’s Performance

b. Predictors: (Constant), Green training and development practices

Source: Authors’ Computation, 2025

The f-statistics of 1093.707 shows that the model is statistically significant. It shows that there is a significant relationship between green training and development and employee’ performance.

Discussion of Findings

The regression result displayed in the table 2 relates to relationship between green recruitment practices and employee performance in Olam Feed Mills, Kwara State. The value of the R2 (0.698) reveals that green recruitment account for the variation in employees’ performance. This shows that green recruitment practices have positive relationship with the performance of employee in Olam Feed Mills. The f-statistics in Table 3 shows that the model is statistically significant. The value of adjusted R2 indicates that the model has a good fit. Table 4 shows that the regression result relating to the significant effect between green training practices and employees’ performance. R2 value of 0.836 reveals that green training practices independently accounts for 83.6% variation in employees’ performance. This shows that green training practices has positive effect on employees’ performance. The f-statistics in table 5 shows that the model is statistically significant. The value of adjusted R2 indicates that the model has a good fit.

CONCLUDING REMARKS

Conclusion

In the context of the Ability-Motivation-Opportunity (AMO) framework, a supply chain organization's ability to achieve green employee performance is a direct result of its strategic GHRM practices. Green recruitment and selection and green training and development are not just isolated HR functions but critical enablers that build the foundational components of the AMO model. Green Recruitment and Selection is the primary driver of Ability (A). By hiring individuals who already possess environmental knowledge, skills, and values, organizations save time and resources on foundational training. This practice ensures a workforce is pre-disposed to adopt and champion green initiatives. Green Training and Development primarily enhances Ability (A) and provides the Opportunity (O) for employees to apply their skills. It goes beyond basic knowledge to foster a continuous learning culture, ensuring employees have up-to-date competencies to navigate evolving sustainability challenges. It also empowers them by creating a framework where they can actively contribute, such as through green innovation teams or process improvement projects. While these practices do not directly address motivation, they lay the essential groundwork that allows other GHRM practices (like performance management and rewards) to effectively motivate employees.

Therefore, for a supply chain organization, the success of linking GHRM and employee performance hinges on a coherent and systematic approach. It must first build a capable workforce through targeted recruitment and then continuously develop and provide them with the right tools and systems to perform. Without this foundational work, any attempts to motivate employees will be less effective.

Recommendations

In integrating green criteria directly into the recruitment and selection and training and development process to ensure that new hires possess the ability to contribute to the organization's sustainability goals, a supply chain organization should therefore make sustainability a key factor in its hiring decisions. This goes beyond just adding "eco-friendly" to a job description. It involves explicitly listing environmental responsibilities and qualifications for all roles, from logistics managers (e.g., knowledge of route optimization for fuel efficiency) to warehouse staff (e.g., experience with waste segregation and recycling protocols), using behavioral questions to evaluate a candidate's past pro-environmental actions and their understanding of supply chain sustainability challenges. For instance, asking candidates to describe a time they improved a process to reduce waste or energy consumption in a previous job and developing a standardized scoring system to evaluate candidates' environmental knowledge and commitment during the selection process. This makes the hiring decision more objective and ensures a consistent focus on green attributes.

More so, green training and development should be used to enhance opportunity by implementing ongoing, practical, and role-specific green training programs that provide employees with the opportunity to apply their abilities and contribute to organizational green goals. Even with the right ability, employees need the Opportunity to act. Green training goes beyond basic awareness to equip employees with the practical skills and tools necessary to be effective. In a supply chain context procurement teams should be trained on how to evaluate suppliers' environmental performance and negotiate sustainable contracts. Transportation teams should learn about new fuel-efficient technologies and logistics software, creation of opportunities for employees from different departments (e.g., warehousing, logistics, procurement) to collaborate on sustainability projects. This breaks down departmental silos and allows employees to see how their individual contributions fit into the larger green strategy and providing effective resources and tools through training to access to new technologies, updated equipment, and clear communication channels for reporting and sharing ideas. This ensures that the organization's environment supports and enables employees' green behaviors, turning knowledge into action.

For the study on GHRM and employee performance in the supply chain sector, the managerial implications are clear: a strategic focus on green training and development and green recruitment and selection is essential for building a high-performing and sustainable workforce. Managers should understand that these practices are not just for corporate social responsibility but are critical to business operations. By proactively hiring individuals with an ability for environmental consciousness and then providing them with continuous training, managers can ensure their team is not only capable of meeting performance targets but also equipped to identify and implement innovative green solutions. This proactive approach turns sustainability from a cost center into a source of competitive advantage by fostering a culture of efficiency and innovation.

Furthermore, managers should view these GHRM practices as an investment in both human and environmental capital. Green recruitment and selection ensure a higher return on investment by reducing the need for extensive training later on. Managers should also leverage green training and development as a tool for employee engagement and retention. By providing employees with the opportunity to contribute to meaningful green initiatives, managers can boost morale and loyalty, creating a more motivated and stable workforce. This approach directly links operational management with GHRM principles, demonstrating that environmental sustainability and strong employee performance are not mutually exclusive but are, in fact, mutually reinforcing.

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