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GREEN HUMAN RESOURCE MANAGEMENT PRACTICE AND BUSINESS SUSTAINABILITY IN SELECTED SMES IN PORT HARCOURT

Wege Lenu Goodluck[1*], Biobele Richards Briggs[2], Nuel-Mark, Goody[3]

[1,2] Department of Business Administration and Management, Kenule Beeson Saro-wiwa Polytechnic Bori
[3] Department of Entrepreneurship, Ignatius Ajuru University of Education, Port Harcourt

***Corresponding Author**: Wege Lenu Goodluck
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Abstract

This paper investigated the impact of Green Human Resource Management (GHRM) practices on business sustainability in selected SMEs in Port Harcourt, Nigeria. A descriptive survey design was used to investigate a population of 697 employees of selected SMEs in Port Harcourt and a sample size of 254 was derived from the population using Taro Yamane's formula. Well-structured questionnaires were designed and used to obtain responses from the respondents. Data obtained was analyzed through regression analysis using SPSS version 21.0. Findings of the study indicated a significant positive correlation between green human resources and sustainability, revealing that companies implementing green policies enjoyed enhanced employee engagement, reduced costs, and better environmental compliance. Additionally, training in environmental practices and promoting sustainable behavior were necessary factors for these positive outcomes. Hence, there is a need for SME managers to incorporate green HR strategies to promote environmentally responsible and economically viable businesses in Nigeria's evolving market.

Keywords: *Green, Human, Resource, Management, Practice, Business, Sustainability, Small, Medium, Enterprise.*

1.0 INTRODUCTION

Businesses today face more pressure to operate sustainably in an era marked by resource scarcity, environmental degradation, and growing socioeconomic disparities. Ecological systems and social well-being have frequently suffered as a result of the traditional business model's narrow focus on profit maximization. Owing to this, businesses are moving toward a more integrated model that balances social responsibility, environmental preservation, and economic performance (Elkington, 2018). This change is not only morally right; it is also strategically necessary as stakeholders, including consumers and regulatory bodies, call for increased accountability and sustainability-focused business practices. Hence, in an increasingly unstable global economy, business sustainability has become a crucial component of long-term organizational resilience and competitiveness.

According to Sarjana et al. (2020), Business sustainability is a business strategy that, over time, generates value for shareholders by managing risks and creating opportunities resulting from social, environmental, and economic developments. Its foundation lies in the triple bottom line framework, which emphasizes the significance of striking a balance between social justice, environmental stewardship, and economic viability. Sustainable businesses use ethical sourcing, energy efficiency, and proper waste management to reduce their environmental impact. At the same time, socially conscious tactics include encouraging diversity and inclusion, fair labor practices, and community involvement. Innovation, strategic governance, and risk mitigation are all linked to sustainability from an economic perspective (Carroll, 2021). In addition to improving stakeholder trust and the business reputation, implementing sustainable practices has practical benefits like lower costs and increased flexibility (Lemańska-Majdzik, 2018).

In order to achieve sustainability in organizations, human resource management (HRM), is essential but it is most times overlooked. Formerly thought of as an administrative task, human resource management has evolved into a

strategic force behind organizational goals as well as a key driver towards the achievement of sustainability objectives in an organization (Ulrich & Dulebohn, 2015). The human resource departments in today's businesses now influence employee behavior, establish pro-environmental values, and shape organizational culture. As a result of this development, Green Human Resource Management (GHRM) emerged as a framework of HR practices that encourage eco-conscious behavior among employees and environmental efficiency (Renwick et al., 2013).

Green Human Resource Management helps to create a workforce that is both environmentally conscious and productive by incorporating environmental goals into HR strategies. As GHRM converts sustainability pledges into practical results, increasing employee engagement and enhancing overall organizational performance, the relationship between GHRM and business sustainability is clearly synergistic (Pham et al., 2020). GHRM practices covers green hiring, training focused on sustainability, incorporating environmental metrics into performance reviews, recognizing eco-friendly behavior, and encouraging active employee involvement in environmental projects (Ahmad, 2015; Amjad et al., 2020).

Small and Medium-scale Enterprises (SMEs) are essential to the larger economic ecosystem, even though large corporations frequently lead sustainability initiatives. SMEs are essential for creating jobs and promoting economic growth, as evidenced by their annual turnover and employee size (Canton, 2021). SMEs in developing nations, however, usually encounter obstacles to sustainability, such as a lack of institutional support, insufficient financial resources, and a knowledge gap about the advantages of sustainability (Khan et al., 2022). The implementation of green HR strategies is further limited by the lack of formal HR structures. However, SMEs frequently have the ability to foster strong internal cultures, agility, and strong community ties, all of which could help them make the shift to sustainable practices (Babiak & Trendafilova, 2011).

Even though sustainability and GHRM have been acknowledged as a panacea for business success worldwide, small and medium-sized businesses in developing nations like Nigeria are still not adopting many green HR practices. Also, rising industrial activity and urbanization in many Nigerian cities, including Port Harcourt, have resulted in unsustainable business practices like unethical labor practices, excessive energy use, and improper waste disposal (Uduporuwa, 2020). Furthermore, the ability of SMEs to execute green initiatives is hampered by the lack of structured HR strategies that support environmental objectives. Additionally, workers frequently lack the necessary training and involvement in sustainability initiatives, which leads to missed chances for productivity and creativity (Adedeji, 2023). In Port Harcourt, concerns regarding environmental sustainability have been raised by the significant environmental damage brought on by industrial activity stemming from the vibrant and economically viable oil and gas sector (Ugwukah & Ohaja, 2018). The region's ecological vulnerability makes it imperative that SMEs embrace sustainable practices, both for their own operational resilience and to protect the local communities.

However, the lack of environmental HR policies, such as green recruitment, sustainability training, and employee involvement undermines SMEs' capacity to build long-term competitive advantage. Also, empirical research on the relationship between GHRM and sustainability performance in SMEs in Port Harcourt is scarce, leading to a gap in both academic literature and practical understanding. As global markets increasingly reward sustainable business practices, SMEs that fail to align with such expectations may struggle to remain viable. Thus, there is an urgent need for comprehensive research on how GHRM practices influence business sustainability among SMEs in ecologically sensitive region like Port Harcourt.

2.0 LITERATURE REVIEW

2.1 Concept of Business Sustainability

Business sustainability encompasses an organization's capacity to operate effectively over the long term by balancing economic success with social equity and environmental safeguarding. Rezaee (2016) posited that business sustainability ensures that firms act in the best interests of all stakeholders while considering the interconnected economic, social, and environmental systems in which they function. This comprehensive view positions firms as responsible entities within a broader societal and ecological setting. A strategic tool that aids business sustainability is Green Human Resource Management (GHRM), which includes HR practices that promote environmentally friendly behavior. Leidner et al. (2019) emphasized GHRM's essential contributions toward aligning employee actions with environmental goals, making it a precursor to comprehensive sustainability initiatives.

Kernel cited in Graci, S. (2020) noted that corporate sustainability is born from policies prioritizing stakeholder relationships and environmental ideals. Businesses labeled "green" often narrow their focus to minimizing environmental impacts, but genuinely sustainable enterprises employ a "Triple Bottom Line" strategy integrating economic, social, and environmental responsibilities as mutually dependent aspects (Hitchcock et al., 2012). This perspective counters critiques that solely

environmental focuses neglect the multifaceted challenges of sustainable development prevalent in the private sector (Boyer et al., 2016).

To advance sustainable development, Kernel (2005) proposed a model highlighting phases starting from basic practices like cleaner production, to ultimately embedding sustainability within core organizational values, enhancing community and environmental welfare. Dunphy, Griffiths, and Benn (2007) also presented a maturity model featuring progressive stages toward sustainability, culminating in the "sustaining corporation," noted for its thorough commitment to ecological integrity and social justice, presenting a lofty aspiration for organizations today.

Empirical studies affirm the significance of organizational dedication to sustainability. For example, Bohdanowicz and Martinac (2003) found a positive correlation between managerial environmental awareness and the implementation of sustainable practices in European hotel chains. Larger chain hotels often exhibited structured environmental policies, while independent hotels' sustainability efforts varied greatly based on owners' personal values (Dewhurst & Thomas, 2003). Thus, an organization's size and leadership philosophy profoundly affect sustainable strategy adoption.

Economic sustainability: Economic sustainability, identified by Fuchs et al. (2013) as a pillar of business sustainability, concentrates on financial viability while fostering local and national economic growth. It involves fair employment practices, ethical investments, and inclusive supply chains, enabling businesses to maintain profitability while creating value for a broad array of stakeholders (Ye & Dela, 2023). The foundations of economic sustainability emerge from the field of environmental economics developed in response to ecological degradation in the 1970s (Font et al., 2016). This discipline emphasizes aligning economic endeavors with ecological constraints, advocating for responsible resource management. Though initially slow to take hold in developing nations, the concept has gained traction, calling for an expansive view of capital that integrates natural, social, and financial resources (Blewitt & Tilbury, 2013). Nonetheless, debates persist about prioritizing objectives in economic sustainability.

Social sustainability: Social sustainability focuses on relationships between businesses and their stakeholders, including employees and communities. Roberts and Tribe (2008) stressed the importance of cultural respect, ethical conduct, community involvement, and equity. Organizations that successfully practice social sustainability create safe environments, support community initiatives, and align their values with societal norms. Growing public scrutiny has heightened demands for corporate accountability; consumers increasingly expect companies to endorse social causes (Bohdanowicz & Martinac, 2003).

Environmental sustainability: Environmental sustainability is the most studied aspect of sustainability. It involves minimizing ecological harm through energy conservation, pollution control, and resource efficiency (Aarseth et al., 2017). Buckley (2012) observed significant environmental awareness among manufacturers, while Hobson and Essex (2001) in Arici & Uysal (2022) highlighted factors influencing environmental program success, such as societal values and technological capabilities. Environmental sustainability necessitates a proactive approach, where businesses don not just comply with regulations but also innovate to minimize harm and enhance environmental integrity, integrating sustainability into various operational dimensions.

2.2 Green Human Resource Management Practice

Green Human Resource Management (GHRM) integrates environmental principles into conventional Human Resource Management (HRM) practices to support ecological sustainability in organizations. By aligning HR policies with environmental goals, GHRM promotes awareness and responsibility among employees, enhancing organizational performance and supporting sustainable development (Roca-Puig, 2019; Freitas et al., 2020). Schuler and Jackson (2014) asserted that this integration enhances greater employee involvement in environmental initiatives, thus improving alignment with global environmental standards. GHRM is the combination of strategies that attract, develop, and retain talent committed to sustainable practices, positioning human resources as assets contributing to both economic productivity and ecological consciousness (Mwita, 2019). GHRM is evolving as researchers explore its potential. Atoko (2023) discusses how GHRM practices facilitate the development of environmentally competent human capital capable of driving innovation in sustainability. Agwa et al. (2024) described GHRM as comprising human resource activities that address environmental impacts, including recruitment, training, performance management, compensation, and employee engagement. Through these practices, organizations aim to cultivate a culture prioritizing environmental sustainability, which supports competitive advantage and long-term success.

A critical aspect of GHRM is its recognition of the negative environmental consequences associated with industrial activities. Industrial growth often leads to pollution and resource depletion, threatening sustainable development. GHRM addresses this challenge by influencing employee attitudes and behaviors toward environmental responsibility, embedding eco-friendly values into the

organizational culture (Tamunomiebi et al., 2022). Green Recruitment and Selection focus on hiring individuals who share a commitment to sustainability. This process assesses candidates not only on skills but also on their environmental values, ensuring alignment with the company's sustainability vision (Agwa et al., 2024). Furthermore, Green Training and Development aims to educate employees on sustainable practices, covering energy conservation, waste management, and pollution reduction. Renwick et al. (2013) emphasize that such training enhance engagement and encourages participation in sustainability initiatives, facilitating behavioral changes that enhance organizational performance. Green Performance Appraisal incorporates the measurement of employees' contributions to environmental sustainability alongside traditional performance metrics. Jabbour and de Sousa Jabbour (2016) noted that evaluation systems in GHRM should include indicators like resource efficiency and support for environmental initiatives, reinforcing the strategic value of sustainability within organizations. Green Compensation and Reward Systems incentivize environmentally responsible behaviors by offering rewards for sustainable practices. Hameed et al. (2020) argued that recognizing environmental performance motivates employees and nurtures a shared ecological purpose. For instance, bonuses may be awarded for implementing initiatives that reduce carbon emissions.

The adoption of GHRM practices helps organizations navigate external pressures related to sustainability, such as regulatory compliance and stakeholder expectations. By implementing green HRM practices, companies can improve their corporate image, attract eco-conscious consumers, and enhance employee satisfaction (Atoko, 2023). Shafaei et al. (2020) categorize GHRM initiatives into developing green competencies, incentivizing green behavior, and creating green opportunities. This structure facilitates the embedding of ecological awareness into all HR processes. GHRM represents a strategic shift in HRM that transforms employees into agents of environmental change. By integrating sustainability into all HR functions from hiring to rewards organizations can build a workforce that is conscious, responsible, and innovative. This alignment promotes the imperatives of sustainable development and strengthens organizations' roles in the transition toward a greener economy. As corporate strategies increasingly prioritize sustainability, GHRM is poised to significantly influence responsible business practices, enhancing resilience, reputation, and competitiveness in a changing global environment.

Green Training and Development and Business Sustainability

Green recruitment and selection processes are part of Green Human Resource Management (GHRM), which concentrates on attracting applicants who possess relevant skills along with a basic dedication to the environment. Such processes integrate ecological awareness and goals even before the new employees start working (Jabbour et al., 2016). Firms practicing green recruitment purposefully craft the advertisements to incorporate environmental concerns and prioritize sustainability during the selection process. According to Renwick et al. (2013), organizations with green recruitment policies do promote ecological responsibility and so attract eco-friendly recruits. Ahmad (2015) further argues that the focus on sustainability during recruitment and selection processes helps in minimizing resistance to green initiatives within the organization and enhances engagement.

The advantages green recruitment offers for achieving organizational sustainability goals are supported by empirical research. Organizations Yusliza et al. (2019) studied demonstrated enhanced environmental performance as a result of adopting green hiring practices. Furthermore, sustainable recruitment was found to have a major impact on eco-friendly practices in manufacturing SMEs (Ogbechie and Anetor, 2015). The implications are that purposeful green recruitment efforts likely innovatively solve environmental problems and reduce carbon footprints. To appeal to these candidates, job advertisement should reflect the organization's green values, "join our green team" to attract sustainability-minded applicants. Ethically aligned, desirable talent motivated by green values can be drawn by companies that market themselves as environmentally responsible (Renwick et al., 2013; Jackson et al., 2011).

Ho_1: Green recruitment and selection have no significant effect on business sustainability in selected SMEs in Port Harcourt

Green Training and Development and Business Sustainability

The green training and development focus on preparing the workforce to comprehend and effectively employ sustainability policies along with the other components of GHRM. They foster environmental stewardship mindsets and include job rotation together with training on environmental risks (Renwick et al., 2013). We have noted that Jackson et al. (2011) stress that green competencies are acquired as a result of thorough systematic instruction in waste management and sustainable production. Environmental literacy is the pre-requisite of successful implementation of green policies in the organization (Das & Singh, 2016). Well-planned training increases understanding and commitment to sustainability objectives at the organizational level (Prasad, 2013).

Furthermore, Jabbour et al. (2008) suggested that green training enables organizations to adapt to regulatory changes and societal expectations while motivating employees to engage in green initiatives. Studies affirming the positive impacts of green training documents its correlation with increased environmental performance, employee commitment, and operational cost reductions (Zaid et al., 2023). Uzoagu and Chukwuma (2020) showed that capacity-building programs in the oil and gas sector significantly improved sustainability outcomes, underscoring the transformative role of green training.

Ho_2: Green training and development have no significant effect on business sustainability in selected SMEs in Port Harcourt

Green Pay and Reward and Business Sustainability

Green pay and reward systems facilitate environmentally responsible behaviours by aligning employee recognition and compensation with sustainability metrics. These systems incorporate environmental criteria into performance appraisals, fostering organizational commitment to sustainability goals (Ramus, 2002). Opatha and Hewapathirana, (2019) noted that rewarding environmental achievements promotes collective responsibility for sustainability while Jackson et al. (2011) propose both financial and non-financial incentives, such as bonuses and public recognition for eco-friendly actions.

Creative approaches to rewards can enhance innovation and signal commitment to sustainability across all organizational levels (Jackson et al., 2011). Innovations like "eco-employee of the month" awards or additional leave for green volunteering serve as motivational symbols of the company's dedication to environmental efforts. Pham et al. (2019) described green pay systems as vital tools for encouraging alignment with corporate sustainability goals. Studies, including those by Pham et al. (2020) and Mishra (2017), reiterated the benefits of linking compensation to sustainability metrics, proving effective in enhancing employee morale and engagement. Okere et al. (2023) found a strong connection between environmental incentive schemes and sustainability among Nigerian SMEs, emphasizing the effectiveness of recognizing efforts and cultivating a culture of eco-consciousness.

Ho_3: Green pay and reward have no significant effect on business sustainability in selected SMEs in Port Harcourt

2.3 Theoretical Underpin

The connection between Green Human Resources Management (GHRM) and business sustainability was hitched on the Ecological Modernization Theory and Stakeholder Theory.

Ecological Modernization Theory (EMT) asserts that economic growth and environmental protection can coexist and even strengthen each other. It maintains that innovative economic restructuring can allow societies to tackle environmental issues while improving efficiency and competitiveness (Mol et al., 2020). Adopting GHRM practices represents not just regulatory compliance, but a strategic opportunity to modernize and improve efficiency in pursuit of sustainability. This involves integrating environmental concerns into HR functions like recruitment, training, performance management, and rewards to promote environmental awareness among employees (Renwick et al., 2013). For instance, a manufacturing SME might provide training on waste reduction and energy efficiency, thereby minimizing costs and environmental impact while gaining competitive advantages. Research indicates that robust GHRM practices can enhance employee involvement in sustainability initiatives, lower resource usage, and foster better waste management, ultimately improving green performance (Alharbi, 2020; Sabokro et al., 2021). By cultivating a "green organizational culture," SMEs can drive sustainable innovation, aligning with EMT's notion of achieving economic and environmental benefits simultaneously (Jabbour & Santos, 2008).

Stakeholder Theory, proposed by Freeman (1984), highlights the necessity of effective stakeholder relationship management for organizational success and sustainability. SMEs in Port Harcourt are increasingly pressured by stakeholders including local communities, customers, suppliers, and regulatory bodies to adopt sustainable practices. Local populations affected by pollution advocate for cleaner operations, while environmentally conscious consumers prefer sustainable businesses. Regulatory bodies enforce environmental standards, and employees seek alignment with their values regarding environmental responsibility (Aukhoon et al., 2024). GHRM practices like green recruitment ensure employees are committed to the firm's environmental goals (Ullah, 2017). Furthermore, green training empowers employees with eco-friendly knowledge and skills (Moradeke et al., 2021). Engaging employees in such initiatives enhances internal environmental performance and builds trust and legitimacy with external stakeholders, contributing to improved reputation and decreased operational risks (Alnehabi & Al-Mekhlafi, 2023). Thus, GHRM through Stakeholder Theory enables SMEs to harmonize economic goals with environmental and social responsibilities, ensuring comprehensive sustainability in the competitive and challenging environment.

2.4 Empirical Review

Okeke et al. (2025) examined the impact of green management on the sustainability performance of SMEs in

Anambra State, focusing on selected table water manufacturing firms. It aimed to assess the effects of closed-circuit production on waste generation, renewable energy on emissions, environmental consciousness on social effects, and green production on financial performance. Utilizing a survey research design, data was collected through questionnaires and analyzed via ordinary least square regression. The results indicated that closed circuit production, renewable energy, environmental consciousness, and green production significantly enhance sustainability performance in terms of waste and emissions as well as social and financial outcomes.

Liang et al. (2024) examined how lowering carbon emissions affected economic expansion in the face of global warming. They developed and numerically simulated Hamilton-Jacobi-Bellman (HJB) equations for competitive and social planner equilibriums. The findings showed that while social welfare essentially stays the same, investments, firm values, and household consumption all decrease as emission abatement rates rise. Government subsidies were implemented in order to lessen the short-term effects on the economy. This increased investment and consumption, improved firm values, and marginally increased economic growth while maintaining a relatively stable level of social welfare. Although the study's scope and explanatory variables vary, it is related to green management.

Miah et al. (2024) identified trends in Green HRM research related to sustainability over the past decade, focusing on its antecendents and implementation levels. Analysis using VOS viewer revealed that green human resource management is a key concept linked to environmental management and sustainability. Findings indicate while employee sustainable behavior and environmental sustainability are focal points, studies on social sustainability and economic performance are limited. The review emphasizes the relationship between GHRM and corporate sustainability goals, guiding future research and aiding top management in understanding GHRM's role in achieving sustainability.

Khare et al. (2023) investigated the effects of stakeholder demand, resources, knowledge, environmental uncertainty management, and product uniqueness on sustainability performance and green marketing in Madhya Pradesh's small-scale industries. While not all resources were significant, they discovered that green management had a positive impact on sustainability performance.

Yudawisastra et al. (2023) studied green management and sustainable performance in Indonesia's culinary SMEs using 372 businesses and factor analysis. They found that stakeholder demand, resources, knowledge, and product uniqueness significantly influenced green management, positively affecting sustainability performance.

Yasin et al. (2023) proposed a model linking green human resource management (GHRM) to corporate environmental sustainability and corporate social sustainability, influencing employer branding. Using structural equation modeling via Smart PLS, results indicate GHRM positively impacts corporate environmental sustainability, which subsequently enhances corporate social sustainability. Moreover, corporate social sustainability boosts employer branding, with mediating effects identified between these variables. The study emphasizes the role of corporate social sustainability in employer branding, contrasting prior literature focused primarily on environmental sustainability.

Jamal et al. (2021) investigated the impact of green human resource management (GHRM) practices on corporate sustainability, focusing on green recruitment, selection, pay, rewards, employee involvement, and training. Data from 200 HR professionals in a developing country were analyzed using partial least squares structural equation modeling and multigroup analysis. Findings indicated that green recruitment, selection, pay, rewards, and employee involvement positively impact corporate sustainability, while green training shows no significant effect. Additionally, the multigroup analysis reveals differences across industrial sectors. The study addresses the limited research on GHRM in developing countries, offering insights for academics and practitioners on effective green initiatives.

The study of Ashoush and Dimian, J.R. (2021) examined the necessity for public and private banks in Egypt to adopt sustainability through green human resource management (GHRM). It focuses on green recruitment, training, performance, and rewards as independent variables, with sustainability development as the dependent variable and technology serving as a mediator. Using descriptive research, interviews with managers and employees were conducted, revealing limited GHRM application in public banks. Data from 316 employees of six private banks were collected via closed-ended questionnaires and analyzed using structural modeling and confirmatory factor analysis. Results showed positive impacts of green practices on sustainability development, except for green rewards, highlighting the role of technology and suggesting managerial implications for the banking sector.

Jehan et al. (2020) assessed the importance of green human resource management (GHRM) in promoting environmentally friendly practices in businesses. The study examined how GHRM affects environmental indicators, collecting data through questionnaires from 300 employees at public universities in Baltistan. Findings revealed that GHRM practices positively impact environmental

sustainability, with green training and development showing the strongest relationship. However, pro-environmental behavior does not significantly mediate the relationship between GHRM practices and environmental sustainability. The study emphasizes the need for public sector universities to enhance employee training and compensation to support environmental sustainability efforts effectively.

Andjarwati et al. (2019) examined the impact of Green HRM, training and development, and eco-friendly policies on environmental sustainability, while also exploring employee green behavior and individual green values. Data from 385 employees in Indonesia's mining sector was analyzed using PLS-SEM 3.0, revealing that green training and development is not a significant predictor of sustainability, while other hypotheses were affirmed, enhancing knowledge on environmental sustainability.

3.0 METHODOLOGY

The study employed the descriptive survey research design to examine the effect of Green Human Resource Management (GHRM) practices on business sustainability in selected Small and Medium Enterprises (SMEs) in Port Harcourt, Nigeria. A sample of 250 was derived using Taro Yamane's formula from an estimated population of 697 employees of the selected SMEs in Port Harcourt. Respondents were selected through simple random sampling. Data were obtained from the respondents using structured questionnaires aimed at capturing relevant indicators on the relationship between GHRM practices and business sustainability. The data obtained was entered, coded, and analyzed using linear regression on SPSS version 21.0 in order to draw conclusions on relationship between GHRM practices and sustainability outcomes in the studied organizations.

4.0 RESULT, FINDINGS, CONCLUSION AND RECOMMENDATION

4.1 Results

Hypothesis one: Green recruitment and selection has no significant effect on business sustainability in selected SMEs in Port Harcourt.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727[a]	.529	.527	.84808

a. Predictors: (Constant), Green recruitment and selection

From the model summary above, R = 727 showed a strong positive correlation between green recruitment and selection and business sustainability. The R Square, which is 0.529, indicates that about 52.9% of green recruitment and selection explained the variation in the business sustainability.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	200.031	1	200.031	278.111	.000[b]
	Residual	178.373	248	.719		
	Total	378.404	249			

a. Dependent Variable: Business sustainability

b. Predictors: (Constant), Green recruitment and selection

From the ANOVA table above, the study indicated that the regression model has a significant level of (0.000) which is less than α – level of 0.05; thus, this is an indication that our regression model is an important better fit to predict the effect of green recruitment and selection on business sustainability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.199	.101		21.750	.000

	Green recruitment and selection	.529	.032	.727	16.677	.000

a. Dependent Variable: Business sustainability

The coefficients table above showed that the effect of green recruitment and selection on business sustainability is significant since the P-value is 0.000 is less than the (α – level) of 0.05. Hence, we fail to accept the null hypothesis, and the alternate hypothesis is accepted, which states that: Green recruitment and selection have significant effect on business sustainability in selected SMEs in Port Harcourt.

Hypothesis two: Green training and development has no significant effect on business sustainability in selected SMEs in Port Harcourt.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357[a]	.127	.124	1.15397

a. Predictors: (Constant), Green training and development

The model summary above showed R = 0.357 indicating a weak positive correlation between green training and development and business sustainability. The R Square, which is 0.127, indicates that about 12.7% of green training and development explained the variation in the business sustainability.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.153	1	48.153	36.160	.000[b]
	Residual	330.251	248	1.332		
	Total	378.404	249			

a. Dependent Variable: Business sustainability

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

The ANOVA table above, the study indicated that the regression model has a significant level of (0.000) which is less than α – level of 0.05; thus, this is an indication that our regression model is an important better fit to predict the effect of green training and development on business sustainability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.961	.287		6.841	.000
	Green training and development	.384	.064	.357	6.013	.000

a. Dependent Variable: Business sustainability

The coefficients table above revealed that the effect of green training and development on business sustainability is significant since the P-value is 0.000 is less than the (α – level) of 0.05. Hence, we fail to accept the null hypothesis, and the alternate hypothesis is accepted, which states that: Green training and development have significant effect on business sustainability in selected SMEs in Port Harcourt.

Hypothesis three: green pay and reward has no significant effect on business sustainability in selected SMEs in Port Harcourt.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427[a]	.183	.179	1.10836

a. Predictors: (Constant), Green pay and reward

The model summary above showed R = 0.427 indicating a positive correlation between green pay and reward and business sustainability. The R Square, which is 0.183, indicates that about 18.3% of green pay and reward explained the variation in the business sustainability.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.153	1	48.153	36.160	.000[b]
	Residual	330.251	248	1.332		
	Total	378.404	249			

a. Dependent Variable: Business sustainability

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

The ANOVA table above, the study indicated that the regression model has a significant level of (0.000) which is less than α – level of 0.05; thus, this is an indication that our regression model is an important better fit to predict the effect of green pay and reward on business sustainability.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.606	.284		5.664	.000
	Green pay and reward	.464	.065	.427	7.136	.000

a. Dependent Variable: Business sustainability

The coefficients table above showed that the effect of green pay and reward on business sustainability is significant since the P-value is 0.000 is less than the (α – level) of 0.05. Hence, we fail to accept the null hypothesis, and the alternate hypothesis is accepted, which states that: Green pay and reward have significant effect on business sustainability in selected SMEs in Port Harcourt

4.2 Discussion

Findings demonstrated a strong positive correlation (R=0.727) between green recruitment and selection and business sustainability, with an R^2 value of 0.529, indicating that around 52.9% of the variation in business sustainability can be attributed to these practices. The ANOVA results confirmed the statistical significance of the regression model ($p=0.000<\alpha=0.05$), validating its predictive ability regarding the impact of green recruitment and selection on sustainability. The coefficients table further supported this finding, highlighting a significant effect ($p=0.000<\alpha=0.05$). Hence, green recruitment and selection significantly affect business sustainability in selected SMEs in Port Harcourt. The findings corroborate the assertion that green recruitment and selection are integral components of Green Human Resource Management (GHRM), designed to attract candidates with environmental awareness and skills (Ahmad & Khan, 2019). By incorporating environmental criteria in job descriptions and selection processes, SMEs can cultivate a workforce oriented towards sustainable practices, promoting a culture of sustainability that drives reduced waste, efficient resource utilization, and enhanced environmental performance (Jabbour & Santos, 2008).

Further findings on the relationship between green training and development and business sustainability revealed a weak positive correlation (R=0.357) with an R^2 value of 0.127, signifying that only 12.7% of the variation in business sustainability is explained by green training and development. Despite this lower correlation, the ANOVA results indicated statistical significance ($p=0.000<\alpha=0.05$), confirming that green training and development significantly affect business sustainability. While the correlation was weak, the significant effect aligns with broader GHRM literature that emphasizes the importance of training initiatives in cultivating employees' knowledge and skills related to environmental sustainability (Renwick et al., 2013). Training covering waste reduction and energy conservation impact on business sustainability but may be more indirect or require more time to fully manifest (Pham et al., 2020). Nonetheless, green training remains essential to a comprehensive GHRM strategy for SMEs pursuing sustainability.

Finding on green pay and reward, revealed a positive correlation (R=0.427) and an R^2 of 0.183, indicating that 18.3% of the variation in business sustainability is explained by these practices. The statistical significance of this regression model ($p=0.000<\alpha=0.05$) confirmed that

green pay and reward significantly affect business sustainability. The findings corroborate literature linking compensation systems to motivating sustainable practices (Tang et al., 2018). Green pay systems incentivize employees based on their contributions to environmental performance, reinforcing responsible behaviors and commitment to sustainability goals (Jackson et al., 2011). While financial incentives are effective, they function in a combined motivational environment comprising both intrinsic motivation and organizational culture.

4.3 Conclusion and Recommendations

The study concluded Green Human Resource Management (GHRM) practices including green recruitment and selection, green training and development, and green pay and reward was strongly positively correlated with business sustainability of Port Harcourt SMEs. This implies that one of the main factors influencing sustainability in SMEs is attracting and choosing workers who care about the environment. Although there was a weak positive correlation, green training and development had a significant impact that reenacted its importance in developing a workforce that is focused on sustainability. Promoting ecologically conscious conduct also makes a significant contribution to long-term corporate success. In addition, GHRM practices are effective strategic instruments for improving organizational performance, encouraging sustainability in SMEs, and advancing sustainable development. Hence, organisations should:

i. In order to ensure that job descriptions accurately reflect environmental responsibilities as well as candidates' environmental values and competencies, SMEs should integrate green criteria into their recruitment and selection procedures.
ii. Training and development initiatives should emphasize waste reduction, energy efficiency, and environmental management in order to instill a culture of continuous learning and green competency upskilling within the company.
iii. Employees should be rewarded for their contributions to environmental performance through the implementation of strategic green compensation plans that integrate green performance indicators into appraisal systems. To encourage dedication to sustainable practices, both monetary and non-monetary rewards ought to be taken into account. The overall goal of these actions is to make the organization's dedication to sustainability stronger.

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