

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND SUSTAINABLE PERFORMANCE OF INDIGENOUS OIL AND GAS FIRMS IN RIVERS STATE. AN EMPIRICAL STUDY



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Abstract

Indigenous oil and gas firms have taken a substantial lead on the revenue of the Nigeria Nation. Hence the contribution of the oil sector in terms of revenue and employment cannot be over emphasized. In the other hand, the environmental and human disaster caused by industrial growths of the sector cannot be swept under the carpet. Therefore, the main objective of the study was to investigate if green human resource management can solve the problem of environmental degradation and sustainable performance. The study was a cross-sectional design based on field survey. The samples size of the study was one hundred and sixty-five employees of Belema oil producing Ltd out of two hundred and eighty population, through the application of the Taro Yamene formula. The simple random sampling technique was used to select the respondents. The study employed spearman rank-order correlation coefficient for the data analysis with the application of statistical package for social sciences (SPSS). The findings indicated that green recruitment and selection have positive and significant relationship with firm sustainable performance. That green training & development has significant impact on firm sustainable performance. The study recommended that Management should prioritize the formal inclusion of environmental items on recruitment and selection exercise on new recruits, and improve on regular training and development of employees on social and environmental issues of the organization as these would

enhance competitive advantage, employee retention and sustainable performance.

Keywords: *Green HRM, Green Recruitment & Selection, Green Training & Development, Sustainable Performance.*

Introduction

Modern and rewarding organizations have moved beyond focusing on realizing financial or economic objective but into the integration of corporate strategy with social and environmental sustainability through environmentally friendly practices. Organizations need to align their operational objectives with environmental sustainability objective through effective green HR practices to achieve long term performance. According to Haddock-Millar, Sanyal and Muller- Camen (2016), Green HRM is an important tactical technique for achieving environmental goals and sustainable performance. Moghadam and Samimi (2022) assert that Green HRM incorporate conventional human resource management (HRM) policies and procedures, with eco-friendly human resource (HR) principles in order to attaining efficient and sustainable resource utilization. Srividya et al. (2022), Samimi and Moghadam (2024) emphasized that Green HRM encourage eco- friendly behavior by promoting job related attitude, waste reduction, work and life balance, adoption of conveyance pooling programmes, online filling, teleworking, online training, recycling of materials, energy cost effective, office space and so on. Ren et al. (2020) reveal that scholarly literatures that have indicated green human resource management philosophies, are in the areas of green recruitment and selection, green training and development, green performance Management, green compensation, and green involvement.

The study is intended to investigate the impact of GHRM (green recruitment and selection, green training and development) on Sustainable Performance of Belema Oil Producing Ltd, Rivers State.

Problem Statement

Nigeria relies mainly on crude oil export as her major revenue earner. According to Okorie (2005), the Petroleum sector accounts about 40% of the country's gross domestic product (GDP), and about 94 percent of her exports.

Belema oil producing Ltd is a fast-growing indigenous oil and gas firm, with equity holding of 60% by NNPC and Belema 40% (NPIMS, 2022).

A plethora of research have been done on oil and gas industry in Nigeria, such as the impact of the multinational oil companies on economic growth of Nigeria and so on. Dearth of research have been done on sustainability of indigenous oil firms in Nigeria. Therefore, there is a rational for this research to concentrate on the impact of green HRM on sustainable performance of indigenous oil firms in Nigeria 21st century organizations have faced a lot of damages to the

environment mitigated by economic growth, technology, digitalization, globalization, and industrialization.

The burning of fossil fuels, gas emission, deforestation and other human non friendly eco-system activities contribute to global warming, which has resulted to organizational non-sustainable performance Tirmo et al. (2023) have argued that environmental issues related to ecological emissions, increased carbon dioxide (CO₂), technological affluence and seen, have forced organizations to greener ecological practices to reduce the adverse effects on the ecosystem. Islam et al. (2020) and Nawafleh (2020) included social and environmental injustice and the impact of climate change as human induced problems.

The study is to find out if green HRM practices can solve the problem of environmental issues, which may lead to sustainable performance.

Value of Research

The justification of the research study is in line with its importance to key stake holders. This study shall be beneficial to indigenous oil firms, as it would help develop a greater understanding and implementation of greening at workplace, which in turn should lead to employees' performance at workplace.

In other hand, the study shall be valued to employees, as their knowledge and skills on green behavior should ignite competitive advantage and organizational sustainability.

The research shall also benefit other research scholars and students as the research study is intended to add to knowledge on green human resources literature.

Conceptual Frame Work

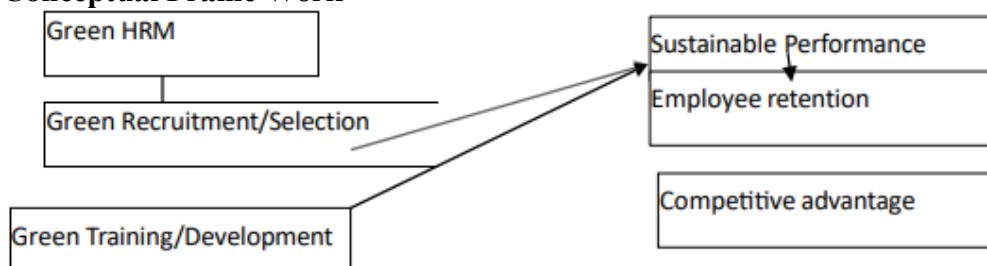


Fig 1. The conceptual frame work showing the predictor variable Green HRM with its dimensions as green recruitment & selection, and training & development. The criterion variable is Sustainable Performance.

Aim and Objectives of the Study

The aim of the study is to determine the impact of green HRM practices on Belema oil producing Ltd in Rivers state.

The specific objectives of the study are:

1. To ascertain the impact of green recruitment & selection of employees on Sustainable Performance of Belema oil producing Ltd in Rivers State.
2. To ascertain the impact of green training & development of employees on Sustainable Performance of Belema oil producing Ltd in Rivers State.

Research Questions

Based on the objectives of this study, the following research questions shall be addressed:

1. What is the impact of relationship between green recruitment & selection and Sustainable Performance of Belema oil producing Ltd in Rivers State?
2. What is the impact of relationship between green training & development and Sustainable Performance of Belema oil producing in Rivers State?

Research Hypotheses

Based on the research objectives and research questions, the following null hypotheses shall be tested in this study:

Ho₁: There is no significant relationship between green recruitment and selection and Sustainable Performance of Belema oil producing in Rivers State.

Ho₂: There is no significant relationship between green training & development and Sustainable Performance of Belema oil producing in Rivers State.

Literature Review

The extant literature on the previous studies shall be based on base line theory; conceptual review; and empirical review.

Baseline Theory: Ability, motivation and opportunity (AMO); Resource Based View (RBV) Theories. The study is appropriately aligned to the theory of Ability, Motivation and Opportunity (AMO) Frame work proposed by Bailey *et al.* (1993). Ramkissoon *et al.* (2022) describe notable three ideas as connected to employee's capabilities in line with AMO Frame work, such as employees must possess the required knowledge and skills, be encouraged to act in a discernable manner, and allowed the authority needed to attain corporate goals. In line with Marin-Garcia and Tomas (2016) green HRM practices enhance Sustainable Performance through recruitment & selection models that incorporate employee green behavior, and eco-friendly model in training and development, thus employees capacity, force to put more work effort and free will of implementing employee green behavior aligned with the corporate strategy goals.

Also, the Resource Based View (RBV) sees an organizational resources acquired as immutable and reserved assets. Barney (1986) sees the resource of the company as the most important asset that sets it apart from its competitors in the market. The culture of greening HR is a resource that gives a firm a competitive advantage.

Conceptual Review

The following concepts or variables shall be reviewed on the study: Green Human Resource Management (GHRM); Green Recruitment & selection; Green Training & development; Sustainable Performance.

Green HRM

Mousa and Othman (2020) identify green HRM as the application of human resource management policies and programmes to support the sustainable use of resources, and to be responsible on environmental issues, which further heightens employee wellbeing. Alzyoud (2021) suggests that green HRM encompasses all aspects of human resource management that foist toward environmental sustainability, whose aim is to make a balance between corporate and society (people and planet) goals while maintaining financial performance.

Ben Hassen and Tunsi (2022) concluded that green HRM is the utilization of HRM policies to promote resource sustainability within organization and widely pronounced policies that support environmental sustainability.

The term "Green" is used as a process of making conductive planet or environment for the present and future generation (Asifullah, Abass & Muhammed, 2022). The essence of GHRM is to tie human resource management with environmental issues in order to promote environmentally friendly policies and practices (Jabbour, Santos & Nagano, 2010). According to Mehta and Chugan (2015) green HR is an eco-friendly human resource initiative that leads to enhanced competencies, greater efficiency, decreased cost, and greater employee commitment. Green HRM helps firms reduce employee carbon footprint through electronic recording, vehicle sharing, position sharing, remotely coordinating, visual meetings, reusing, working from home, virtual trainings, energy efficient, office space and so on.

Green Recruitment & Selection

Green Recruitment & selection is the process of attracting and employing quality employees that are considered to implement the environmental, social, and economic issues of the organization. In inbound, outbound, and internal green recruitment & selection, prospective candidates are engaged on qualification and interview criteria based in the likely green behavior and

practices of would-be employees of the organization. Masri and Jaaron (2017) found that employees who pay attention to the environmental and societal issues have a preference for employment on companies that are positioning themselves as environmentalist.

Renwick *et al.* (2013) emphasized that green recruitment & selection, involves the inclusion of environmental concerns on job analyzes, writing job descriptions and short listing candidates for job. Wehrmeyer (2017) added that when advertising a vacancy online, that candidates should be convinced the need for environmental concerns and reporting. He continued that organization's green policies, principles, and goals should be emphasized during the onboarding process of employment. He concluded that finding and keeping brilliant employees that are environmentally good fit, the company should structure interview process to assess relevant skills and experience in line with greening goal. In the view of Arulrajah *et al.* (2015), company may provide initial green policies in new occupations and/or integrate environmental issues into the responsibilities of existing occupations or positions in firms.

Green Training & Development

Green training & development can be described as the process of equipping workers with working approaches that ensures appropriate resource utilization, green space, reduce waste, energy conservation and environmental degradation, cause reduction, and minimizing harmful emissions.

Summarily, green training & development orientates and enhance employee's knowledge on environmental management energy conservation. Yafi *et al.* (2021) assert that green employees are those who have improved knowledge, skills, competencies, behavior, attitude and awareness toward "greening" and more importantly being eco-system conscious and contributing to the firms, environmental goals. According to Khattak *et al.* (2023), pro-environmental behavior of workers acquired through training enhance performance. Environmental awareness and green training are essential throughout the whole process of developing environmentally conscious employees that are aware of environmental policies, practices, and programmes (Khattak & Khalid, 2022). Piwowar-sulej *et al.* (2023) added that companies reward employees that are aware of their surroundings and have developed the necessary skills to maintain the environment, hence employee cooperation with the organization to avoid environmental deterioration is envisaged owing to management's significant investment in green HR practices.

Firm Sustainable Performance

Bran *et al.* (2011) see environmental or green or sustainable performance as the firm's interaction with the environment through the adoption of measures that

protect environmental components such as water, soil, air, and ecosystem. Al Romeedy (2019) affirmed that sustainable development is described as "development that satisfies present needs without compromising the capacity of future generations to meet their own needs". The three bottom line; social equity, economic growth, and environmental conservation where listed as the three components of sustainable development. Firm sustainable performance is achieved when management is not only focusing on financial or economic growth, but also concerned on social and environmental issues, hence sustainable performance is the ability of management to appropriately improve on its economic, social, and environmental responsibilities for long-term performance referred to as organizational sustainability.\

Empirical Review

Aggarwal *et al.* (2023) studied the impact of green human resource management on sustainable performance of both public and private health care services in India. Data were gathered through a quantitative research approach, with two hundred respondents participating in the survey. The data were analyzed by the application of partial least squares-structured equation modelling. The result indicated that practices like green hiring have an impact on the sustainable performance of both public and commercial health care organizations. Also, hiring green candidates improves the performance of the environment, the economy and society.

Vanisri and Padhy (2024) examined the role of green human resource management practices on environmental behavior with the mediating effect of environmental knowledge in India. Data were drawn from 15 firms in the India service sector. The simple random sampling technique was used to select the respondents. Data were analyzed by the application of partial least squares structural equation modelling. The finding shows that green human resource management practices positively affect employee green behavior. Also the result indicated that green recruitment and so on, were positively related to one dimension of employee green behavior.

Khattak *et al.* (2023) investigated green training & development in Pakistan. The study employed quantitative research design, seven experts participating in focus group. The snowball method was employed as the sampling technique, with a cross-sectional research design. The findings showed that employees awareness of paperless work environment, utilizing digital and web-based modules, enforcing strict safety and waste management standards, and abiding by local, state, federal and international environmental laws, rules and regulations, organizations can make their work places greener and sustainable organizations.

Asifullah, Abbas and Muhammad (2022) investigated the relationship between green recruitment & selection and its impact on environmental performance of medical teaching institutions in Khyber Pakistan. Data were collected through questionnaire from 250 medical practitioners from three large hospitals in Peshawar. The smart PLS 4 software was used to analyze the data. The finding indicated that green recruitment & selection has positive impact on environmental organization performance.

Research Methodology

The materials and methods adopted to aid the logical findings of the study can be aligned to positivist philosophical stance on objectivity. The research design is a field survey based on cross-sectional design. The cross-sectional design aided us to conclude the research within a time-line of three months. Cross sectional design is a questionnaire or interview system that takes the respondents at a snap shot, unlike longitudinal design that allows for more than a time responses, and can be time wasting. The population for the study is two hundred and eighty (280) employees of Belema oil producing, an indigenous oil firm in Rivers State. The sample size of one hundred and sixty-five (165) employees gotten from the application of Taro Yamene formula shall be involved in questionnaire responses of the study. The study applied simple random sampling technique to select 165 respondents from the population of 280 employees of Belema oil producing, Rivers State. The study employed Spearman rank-order correlation coefficient for the hypothetical data analysis, with the application of Statistical Package for Social Sciences (SPSS) software. The Spearman Rank-order correlation coefficient is appropriate for our analysis since all the variables are measured in ordinal scales, and also suitable to calculate the relationship between bivariate data.

Validity and Reliability of the Instruments

The content validity is achieved because the measurement instruments were pre-tested, and items included in the scale were reviewed by experts in the field (salkind, 2000). The internal reliability of the survey instrument is assessed by means of Cronbach Alpha Coefficients. All the items returned acceptable Alpha Values of 0.7 and above.

Data Analysis and Interpretation

In order to determine the dependability of a measurement model, the internal consistency reliability and validity were measured by the application of Cronbach Alpha and composite reliability. A value tilting to 1 indicates reasonable internal coherence, while Cronbach Alpha shows value between 0 and 1, and values between 0.7 and above are dependable, and proving that the

construct is internally consistent.

Variables.
Alpha.
Reliability

Conbrach's
Composite

1. GHRM	0.787.	0.7490. 519
2. Green recruitment & selection	0.808.	0.82249. 313
3. Green training & development.	0.747.	0.84120.529
4. Sustainable performance.	0.860.	0.8743.739

Source: survey data, 2024

Interpretation

All the construct or variables returned value greater than 0.7, hence providing internal consistency. The text for convergent validity identified how well one metric corresponds with another for the same phenomenon.

Testing of Hypothesis:

This indicates the testing of hypotheses and bivariate correlations by SPSS computation

Ho₁: There is no significant relationship between green recruitment & selection and sustainable performance

NONPAR CORR

/VARIABLES =GRS SP

/PRINT = SPEARMAN TWOTAIL NOSIG

/MISSING = PAIRWISE.

Non parametric

correlation: Ho₁

[Dataset o]

			GRS	SP
Spearman's rho	GRS correlation coefficient	1.000	0.616*	
	sig. (2-tailed)		0.000	
	N	265	265	
SP	correlation coefficient	0.616	1.000	
	sig. (2-tailed)	0.000		
	N	265	265	

**Correlations is significant at the 0.05 level (2-tailed)

Interpretation

Green human resource management (GHRM) correlates significantly with sustainable performance ($r=1.000$, $P<0.05$) that is perfect positive correlation.

Hence green recruitment & selection (GRS) correlates significantly with sustainable performance ($r=0.616$, $p<0.05$). Therefore, recruitment & selection of prospective employees based on expected employees' behavior on greening has significant impact on sustainable performance of the organization.

Ho₂: There is no significant relationship between green training & development and sustainable performance

NONPAR CORR

/VARIABLES = GTD SP

/PRINT = SPEARMAN TWOTAIL NOSIG

/MISSING = PAIRWISE

NONPARAMETRIC

CORRELATION: Ho₂

[DATASET o]

Spearman's	GTD	correlation coefficient	1.000	0.711*
N			265	265
SP		correlation coefficient	0.711	1.000
sig. (2-tailed)			0.000	
N			265	265

***Correlation is significant at the 0.05 level (2-tailed)*

Interpretation

Again, GHRM has the perfect positive and significant relationship with sustainable performance ($r=1.000$, $P<0.05$). Hence green training & development (GTD) correlates significantly with sustainable performance. ($r=0.711$, $P<0.05$). The result shows that training & developing employees on the orientation and awareness on social and environmental issues has positive and significant impact on firm sustainable performance.

Discussion

The depletion of natural resources and environmental contamination are two hazards of industrialization. In recent times, organizations have exert efforts to reduce environmental degradation through green policies and programmes in order to protect resources for future generations. This study investigated two dimensions of GHRM, that is green recruitment & selection, and green training

& development of the impact on sustainable performance of Belema oil producing in Rivers State.

The first hypothesis (H_{01}) which says that, there is no significant relationship between green recruitment & selection and firm sustainable performance. The test result indicated that $r=0.616 > p\text{-value}$. Therefore, the alternative hypothesis is accepted. That is, there is significant relationship between green recruitment & selection and firm sustainable performance. The significant impact on green recruitment & selection on firm sustainable performance is supported by the view of Aggarwal *et al.* (2023) who found that green hiring has a positive impact on the sustainable performance of both public and commercial health care organizations. They added that hiring green employees can improve the performance of the environment, the economy, and society.

The second hypothesis (H_{02}) which says that there is no significant relationship between green training & development and firm sustainable performance. The test result indicated that $r=0.711 > p\text{-value}$. Therefore, the alternative hypothesis is accepted. That is, there is significant relationship between green training & development and firm sustainable performance. The outcome of the test result is supported by the work of Khattak *et al.* (2023) who assert that employees awareness of paperless work environment, understanding digital and web-based modules, and maintaining strict safety and waste management standards, and abiding to environmental rules and regulations would lead to greener and sustainable organizations.

Conclusion

Organizations' greening is the new normal all over the globe. Every nation, business organization, non-governmental organization is eager to maintain an environment that will faster today's fortune, and equally an environment that would be fertile for future generations.

Green Human Resource Management (GHRM) is very essential in order to lowering worker carbon footprint through improving productivity, resource sustainability, waste reduction, job- related attitudes, work/life balance, work place flexibility, cost effectiveness, employee retention, and competitive advantage.

Hence, the findings of the study concluded that:

Management emphasizing on social and environmental issues on employee attraction to the organization would lead positively to firm sustainable performance.

Also, employee awareness and orientation of social and environmental issues would lead positively to firm sustainable performance.

Generally, the study concluded that green HRM practices such as green recruitment, and training would improve sustainability in line with environment, society, and economy (triple bottom line), hence being green would save resources, maintains ecosystem, and protects the local people.

Recommendations

Based on the findings of the study, the following recommendations are made to the organization and other interest groups.

- (1) Management should include more social and environmental issues on employment advertisement and interview session in order to hire quality employees who can implement green behavior and innovation in greening which would lead to competitive advantage and firm sustainable performance.
- (2) Management should improve on regularly imbining the music of greening to the employees, so that greening becomes an organizational culture assimilated to the employees, which would lead to employee retention and firm sustainable performance

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APPENDIX

QUESTIONNAIRE ON GREEN HUMAN RESOURCES AND Management AND SUSTAINABLE PERFORMANCE

TICK ☒ ON THE BOX PROVIDED.

- (1) Your position in the company. (A) Junior staff (b) middle staff
(c) Management staff .
- (2) How are you aware about environmental issues to the employee.
(a) very high ☐ (b) considerable ☐ (c) not at all ☐
- (3) Does your company engage workers on training and development on environmental concerns?
(a) Yes ☐ (b) No ☐
- (4) Does your company include environmental issues on interviews during employment? (a) yes (b) No
- (5) How committed is your organization on environmental questions on engaging and retaining her employees.(a) highly committed (b) considerably committed
(c) rarely committed.
- (6) How frequently does your company involve employees in training and development concerning environmental sustainability (a) regularly
(b) occasionally (c) not at all