

Green Human Resources and the Sustainable Performance of Small and Medium Enterprises in the FCT, Abuja.

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Abstract

This study examines green human resource and sustainable performance of small and medium enterprises in FCT, Abuja. The study investigates how green human resource impact on economic performance and environmental performance. The study adopted a survey research approach and the main research instrument was questionnaire which was used to obtain data from the population of 17,321 SMEs. Taro Yamane formula was used to determine the sample size (391). Out of the 391 copies of questionnaires that were distributed, 359, representing 92 percent response rate were retrieved and used for analysis. Ordinary Least Square (OLS) was used to test the formulated hypotheses in line with the objectives of the study. The finding reveals that there is significant positive relationship between green human resource (green training and development, green reward and compensation and green hiring) and sustainable performance (economic performance and environmental performance) of small and medium enterprises in FCT, Abuja. From the above findings, it was concluded that GHR practices, such as green training and development, green reward and compensation and green hiring have a positive impact on sustainable performance. Based on the findings and conclusion, it was recommended that there should be continuous green training and development programs by SMEs to equip their employees with the latest environmental knowledge and skills. Regular training sessions, workshops, and certifications on sustainable practices can help employees stay updated on environmental standards and innovative practices, ultimately contributing to improved organizational performance.
Keywords: Green Hiring, Green Reward and Compensation, Green Training and Development, Economic Performance and Environmental Performance

1.0 Introduction

Green Human Resource Management is a research field that involves all aspects and practices of human resource management that aim for environmental sustainability. The goal is to resolve corporate and societal goals without affecting financial performance. When it comes to developing businesses in an environmentally sustainable manner, Green HRM has become an important applied field of research. Zaid and Jaaron, (2023) as cited by Hussain, et al 2023 described Green Human Resources Management as essential for achieving sustainable development and improving employee commitment to

environmental behavior. GHRM promotes environmental sustainability, but there is still a lack of attention. GHRM can improve environmental performance and sustain organizational behavior by using video conferencing, online interviewing, e-learning, and electronic filing. GHRM policies aim to create an environmentally friendly culture by hiring pro-environment personnel, training staff, and offering rewards and incentives.

Small and medium enterprises are increasingly realizing the importance of integrating green practices into their operations. Sustainability, health, and environmental sustainability have

now become the attention and concern of small and micro businesses and business actors in urban and rural areas. The sustainability of environmentally sound companies is not only limited to euphoric incentives for a program/policy but also increases the active role of human resources in society. Running SMEs can provide long-term social, economic, and environmental impacts (Mattera et al., 2021). Attention to creating a clean and healthy environment has become part of social responsibility. This encourages the emergence of socially and environmentally sound small and micro enterprises (SMEs) in various regions of Nigeria, both in urban and rural areas (Megahed & Abdel-Kader, 2022).

Green human resource management is the understanding of the connections between the development, evaluation, application, and results of human resource management and the operations of a business which have an impact on the environment (Haldorai *et al.*, 2022). Green HRM practices encompass a broad spectrum of initiatives designed to diminish an organizations carbon footprint, preserve natural resources, and cultivate environmentally conscious behaviours among employees (Ercantan & Eyupoglu, 2022).

Despite the clear benefits of GHR to SMEs, many SMEs continue to face significant challenges in developing and implementing GHR practices. These challenges include lack of environment awareness, inadequate environmental regulations, limited access to finance and inadequate infrastructure. That is why this study aims to examine the impact of green human resource and sustainable performance of small and medium enterprises in FCT, Abuja.

Research Questions

In view of the above statement of the problem, the following research questions were raised:

3. To what extent green human resource impact economic performance of small and medium enterprises in FCT, Abuja?
4. What are the effect of green human resource on environmental performance of small and medium enterprises in FCT, Abuja?

Objectives of the Study

The main objective of this study is to examine the effect of green human resource on sustainable performance of small and medium enterprises in FCT, Abuja s. The specific objectives are to:

4. Examine the impact of green human resource on economic performance of small and medium enterprises in FCT, Abuja
5. Ascertain the effect of green human resource on environmental performance of small and medium enterprises in FCT, Abuja

Research Hypotheses

In line with the objectives and the research questions of this study, the hypotheses to be tested for this study were formulated in null form as follows:

H₀₁: Green human resource has no significant impact on economic performance of small and medium enterprises in FCT, Abuja

H₀₂: Green human resource has no significant impact on environmental performance of small and medium enterprises in FCT, Abuja

development and environment management in the SMEs sectors.

2.0 LITERATURE REVIEW

Green Human Resource Management

Green HRM is an approach to human resource management with the primary goal of inspiring workers to adopt more eco-friendly behaviors at work. It can be put into reality in a variety of ways, including the use of renewable energy sources, waste reduction, and reduced carbon footprints (El-shaer et al., 2021). The main objective of Green HRM is to boost the use of eco-friendly practices in the workplace by inspiring workers to adopt new habits that lessen their impact on the environment. Islam, *et al.* (2023) opined that green human resource management as a phenomenon that involves recognizing the connections between organizational activities affecting the

ecosystem and the development, structure, application, and effects of HRM systems.

Green training and development: Green training and development refer to the process of implementing a system of learning practices conforming to environmental issues having in mind the view to improving employees 'awareness about environmental management (Ayeswarya, 2017; Salawudeen et al., 2020). Green training and development is an emerging area of human resource management that focuses on equipping employees with the knowledge, skills, and attitudes necessary to support an organization's environmental sustainability goals (Yusliza, & Jabbour, 2018).

Green Rewards and Compensation

The practice of offering rewards and compensation to employees that are environmentally friendly is crucial for businesses looking to acquire a competitive edge. Every employee has the desire to have a compensation system that should be fair and compensated according to their knowledge skills and experiences (Janjua & Gulzar, 2014; Salawudeen et al., 2020). Employers provide different remuneration packages to their employees to retain competent employees (Azeez, 2017). Rewards and compensation have a significant impact on employees' behavior and performance, which helps to keep them in the firm.

Green hiring

In the "talent war," attracting high-quality personnel stands out as a critical challenge for HR. Job seekers increasingly incline towards organizations that align with their values. Utilizing a company's environmental performance in the recruitment process has proven to be a strategic approach to drawing in talent. Web-based recruitment platforms offer a valuable opportunity for recruiters to convey detailed information about their environmental management practices, surpassing the capabilities of old-style media such as newspaper advertisement or booklets (Awan et al., 2023).

Sustainable Performance of SMEs

Sustainability consists of a triple bottom line concept that means a sustainable organization

always concerns about economic, environmental and social benefits. So sustainable development can be defined as creating equivalence among planet, people and profit. Sustainability, in this context, extends beyond financial metrics like profits and return on investment to encompass environmental and social considerations. It involves meeting present needs without compromising future requirements, emphasizing intergenerational equity (Rosen, 2017; Abdullahi et al., 2025).

Environmental performance (EvP) evaluates a company's influence on the environment, placing emphasis on preserving natural resources for sustainable economic production and intergenerational equity (Awan *et al.*, 2023). A thorough assessment of EvP incorporates incident reduction, continuous improvement, recycling performance, stakeholder perception, independent audits, waste reduction, resource consumption, and cost savings.

Economic performance (EP) remains vital for corporate financial success, requiring continuous production of goods and services and profitability for organizational survival (Baeshen *et al.*, 2021). EP is achieved through gains in materials reduction, energy consumption, enhanced reputation and market share growth (Baeshen *et al.*, 2021).

Theoretical Base

Ability, Motivation and Opportunity (AMO) Theory

The Ability, Motivation, and Opportunity (AMO) theory, proposed by Wood and Bandura in 1989, serves as a framework for understanding human resource and performance. According to this theory, an individual's actions are influenced by three key factors: ability, motivation, and opportunity. Ability refers to the individual's skills, knowledge, and capabilities; motivation encompasses the person's desire, goals, and the incentives driving their behaviour; and opportunity involves the external circumstances or environmental factors that facilitate or hinder the performance of a particular behaviour. The Ability, Motivation, and Opportunity (AMO) theory provides a valuable framework for understanding the

dynamics of green human resource management (GHRM) practices and their impact on performance. In the context of GHRM, Ability refers to the skills, knowledge, and capabilities of employees to engage in environmentally sustainable practices. This involves providing adequate training and development programs to enhance employees' environmental literacy and competence. Motivation emphasizes the psychological factors that drive employees to adopt eco-friendly behaviors. Incentives, recognition, and a supportive organizational culture play crucial roles in fostering employees' motivation to embrace green initiatives. Opportunity pertains to the organizational structures and systems that facilitate the integration of environmentally responsible practices into daily operations.

Empirical Review

Andah, et al (2024) study specifically focused on green recruitment and selection (GRS) and green training and development (GTD). Utilizing a survey research design, primary data was collected from 837 employees of registered manufacturing firms. The sample size of 298 was determined using Taro Yamane's formula, with respondents selected through simple random sampling. The study confirms That GRS and GTD have significant positive effects on the performance of manufacturing firms in Abuja. It concludes that integrating green HRM practices is essential for enhancing manufacturing firms' performance in Abuja.

Hussain, et al (2023) determined the impact of Green HRM practices on organizational Sustainability and Employee Retention; Evidence from the SMEs Sector of Bahawalpur, Pakistan. The data was collected through primary source and used convenience sampling. Finally, this study results revealed that Green HRM practices have significant impact on the organizational sustainability and on employee's retention.

Raniasari and Setiawan (2023) examined Green human resources management of the small and micro-enterprises in Indonesia: Enrichment: Journal of Management. The aims study determined the effect of GHRM on job satisfaction, determine the effect of GHRM on employee performance, and determine the effect of GHRM on corporate culture. The population in this study were all SME employees engaged in environment-based businesses. The results of this study show that GHRM has a positive and significant effect on job satisfaction, employee performance, and corporate culture

3.0 METHODOLOGY

This study adopted a survey approach to gather information from the target population. According to SMEDAN (2021) there are 17,321 register SMEs in Abuja. Taro Yamane was used to determine the sample of 391. A well-developed questionnaire was used to extract data from the respondents (SMEs operators). The questionnaire was structured on a 5 points likert scale. Out of the 391 copies of questionnaires that were distributed, 359, representing 92 percent response rate were retrieved and used for analysis. Ordinary Least Square (OLS) was used to test the formulated hypotheses in line with the objectives of the study. As part of the validity and reliability checks, the validity of the instruments was conducted through Pilot Study. Copies of the questionnaires were administered to 30 selected respondents having characteristics very similar to the final target population. In testing the reliability of the instruments, Cronbach's Alpha was use. Cronbach's Alpha is a good reliability coefficient test that indicates how well items in the questionnaires positively correlated to one another. The result of the reliability test was conducted shows an average of 0.7 for all the measured variables indicating some level of reliability.

4.0 Test of Hypotheses

Ho₁: Green human resource has no significant positive impact on economic performance of small and medium enterprises in FCT, Abuja

Table 4.1: Ordinary Least Square Method of Regression.
E-view Statistical Software Package, 23.00 Editions.

Dependent Variable: EP
Method: Least Squares
Date: 22/03/25 Time: 09:45
Sample: 87
Included observations: 87

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.529028	0.343296	3.646167	0.1100
GTD	0.319435	0.542106	4.242906	0.0101
GRC	0.254136	0.473950	2.426279	0.0100
GH	0.150476	0.526471	2.257422	0.2010
R-squared	0.710436	Mean dependent var		1.738182
Adjusted R-squared	0.684289	S.D. dependent var		7.065826
S.E. of regression	6.017543	Akaike info criterion		6.367510
Sum squared resid	110.2349	Schwarz criterion		1.437372
Log likelihood	29.02131	Hannan-Quinn criter.		4.321502
F-statistic	71.73231	Durbin-Watson stat		0.025918
Prob(F-statistic)	0.000000			

Source: Data output using e-view statistical package, 2025

1% level of significance, 5% level of significance and 10% level of significance

Green human resource coefficient for green training and development (GTD) from the regression analysis indicates that green training and development (GTD) has a positive effect on economic performance (EP) of small and medium enterprises in FCT, Abuja. The EP = **0.52-0.31**GTD which indicates that economic performance (EP) of small and medium enterprises in FCT, Abuja will decrease by 31% for every 1% increase in green training and development (GTD). The p-value of 0.01 is less than the t-statistic value of 4.24 and the standard error value of 0.54 is less than the t-statistic value. This implies that there is a significant positive relationship between green training and development (GTD) and economic

performance (EP) of small and medium enterprises in FCT, Abuja.

Green human resource coefficient for green reward and compensation (GRC) has a positive effect on economic performance (EP) of small and medium enterprises in FCT, Abuja. The EP = **0.52-0.25**GRC which indicates that economic performance (EP) of small and medium enterprises in FCT, Abuja will decrease by 25% for every 1% increase in reward and compensation (GRC). The p-value of 0.01 is less than the t-statistic value of 2.42 and the standard error value of 0.47 is less than the t-statistic value. This implies that there is significant positive relationship between reward and compensation (GRC) and economic

performance (EP) of small and medium enterprises in FCT, Abuja.

Green human resource coefficient for green hiring (GH) has positive effect on economic performance (EP) of small and medium enterprises in FCT, Abuja. The EP = $0.52 + 0.15GH$ which indicates that economic performance (EP) of small and medium enterprises in FCT, Abuja will increase by 15% for every 1% increase in green hiring (GH). The p-value of 0.20 is less than the t-statistic value of 2.25 and the standard error value of 0.52 is less than the t-statistic value. This implies that there is significant positive relationship between green hiring (GH) and economic performance (EP) of small and medium enterprises in FCT, Abuja

The coefficient of determination (r^2) of 0.71 indicates that 71% of variation in economic

H₀₂: Green human resource has no significant impact on environment performance of small and medium enterprises in FCT, Abuja

performance (EP) of small and medium enterprises in FCT, Abuja can be explained by green human resource (green training and development, green reward and compensation and green hiring). The remaining 29% can be explained by other related factors not noted in the regression model. The f-statistic value of 0.71 is significant at p-value of 0.00. This implies that there is evidence of existence of linear positive relationship between green human resource (green training and development, green reward and compensation and green hiring) and economic performance (EP) of small and medium enterprises in FCT, Abuja. Therefore, we accept the alternative hypothesis that green human resource has positive effect on economic performance (EP) of small and medium enterprises in FCT, Abuja.

Table 4.2: Ordinary Least Square Method of Regression.
E-view Statistical Software Package, 23.00 Editions.

Dependent Variable: EVP
Method: Least Squares
Date: 22/03/25 Time: 09:51
Sample: 87
Included observations: 87

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.677085	0.342896	3.531167	0.0010
GTD	0.228755	0.436721	4.042146	0.0020
GRC	0.194376	0.232521	3.352710	0.1100
GH	0.105963	0.552126	1.371705	0.1010
R-squared	0.770436	Mean dependent var	2.648376	
Adjusted R-squared	0.729789	S.D. dependent var	7.463601	
S.E. of regression	7.241740	Akaike info criterion	6.543590	
Sum squared resid	101.5469	Schwarz criterion	3.532082	
Log likelihood	25.03229	Hannan-Quinn criter.	5.464301	
F-statistic	83.67811	Durbin-Watson stat	0.102040	
Prob(F-statistic)	0.000000			

Source: Data output using e-view statistical package, 2023

1% level of significance, 5% level of significance and 10% level of significance

The regression analysis indicates that green human resource coefficient for green training and development (GTD) has positive influence on environmental performance (EVP) of small and medium enterprises in FCT, Abuja. The $EVP = 0.67 - 0.22GTD$ which indicates that environmental performance (EVP) of small and medium enterprises in FCT, Abuja will increase by 22% for every 1% increase in green training and development (GTD). The p-value of 0.00 is less than the t-statistic value of 4.04 and the standard error value of 0.43 is less than the t-statistic value. This implies that there is a significant positive relationship between green training and development (GTD) and environmental performance (EVP) of small and medium enterprises in FCT, Abuja.

Green human resource coefficient for green reward and compensation (GRC) has positive effect on environmental performance (EVP) of small and medium enterprises in FCT, Abuja. The $EVP = 0.67 - 0.22 GRC$ which indicates that environmental performance (EVP) of small and medium enterprises in FCT, Abuja will increase by 19% for every 1% increase in reward and compensation (GRC). The p-value of 0.11 is less than the t-statistic value of 3.35 and the standard error value of 0.23 is less than the t-statistic value. This implies that there is a significant positive relationship between reward and compensation (GRC) and environmental performance (EVP) of small and medium enterprises in FCT, Abuja.

Green human resource coefficient for green hiring (GH) has positive effect on environmental performance (EVP) of small and medium enterprises in FCT, Abuja. The $EVP = 0.67 + 0.10 GH$ which indicates that environmental performance (EVP) of small and medium enterprises in FCT, Abuja will increase by 10% for every 1% increase in green hiring (GH). The p-value of 0.10 is less than the t-statistic value of 1.37 and the standard error value of 0.55 is less than the t-statistic value. This implies that there is significant positive relationship between green hiring (GH) and environmental performance (EVP) of small and medium enterprises in FCT, Abuja.

The coefficient of determination (r^2) of 0.77 indicates that 77% of variation in environmental performance (EVP) of small and medium enterprises in FCT, Abuja can be explained by green human resource (green training and development, green reward and compensation and green hiring). The remaining 23% can be explained by other related factors not noted in the regression model. The f-statistic value of 0.83 is significant at p-value of 0.00. This implies that there is evidence of existence of linear negative relationship between green human resource (green training and development, green reward and compensation and green hiring) and environmental performance (EVP) of small and medium enterprises in FCT, Abuja. Therefore, we accept the alternative hypothesis that green human resource have positive significant influence on environmental performance (EVP) of small and medium enterprises in FCT, Abuja.

Major Findings

The result of the analysis reveals that Green Human Resource has positive significant impact on sustainable performance of small and medium enterprises in FCT, Abuja. This implies that Green Human Resource impact significantly and positively on economic performance of small and medium enterprises in FCT. Furthermore, the finding based on hypothesis two revealed that Green Human Resource has a positive significant impact on environmental performance of small and medium enterprises in FCT. This finding is in consistent with the work of Andah, et al (2024) that found a significant positive relationship between Green Human Resource and sustainable performance.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The study examined the relationship between Green Human Resource (GHR) practices and sustainable performance of small and medium enterprises in FCT, Abuja. The findings of the study revealed that GHR practices, such as green training and development, green reward

and compensation and green hiring have a positive impact on sustainable performance (economic performance and environmental performance) of SMEs in FCT, Abuja. The study also identified challenges faced by SMEs in implementing GHR practice, including lack of environment awareness, inadequate environmental regulations, limited access to finance and inadequate infrastructure.

Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

1. There should be continuous green training and development programs by SMEs to equip their employees with the latest environmental knowledge and skills. Regular training sessions, workshops, and certifications on sustainable practices can help employees stay updated on environmental standards and innovative practices, ultimately contributing to improved organizational performance.
2. SMEs in FCT should collaborate with stakeholders, including employees, customers, suppliers and government agencies, to promote sustainable practice as this will go long way in boosting their environmentally sustainable initiatives and thereby improving their sustainable performance.

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