

Green Human Resources Management (Ghrm) and Organizational Sustainability in Southern Delta University, Ozoro, Delta State

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Abstract

This study examined the relationship between Green Human Resource Management (GHRM) and organizational sustainability at Southern Delta University, Ozoro, Delta State, focusing on the association between green recruitment practices and organizational performance, as well as between green performance appraisal and sustainability quality. Anchored on the Resource-Based View (RBV). The study adopted a survey research design. The population comprised 1,150 academic and non-academic staff of the university. Using Taro Yamane's formula, a sample size of 297 was selected through multistage sampling. Data was collected via a structured questionnaire and analyzed using descriptive statistics, while hypotheses were tested with linear regression analysis. Findings indicated a significant positive relationship between green recruitment practices and organizational performance ($R^2=0.201$, $p<0.001$), suggesting that targeted recruitment for sustainability competencies enhances operational effectiveness. Green performance appraisal also showed a significant positive relationship with sustainability quality ($R^2 = 0.156$, $p < 0.001$), indicating that embedding environmental criteria into employee evaluations improves the credibility and comprehensiveness of sustainability practices. The study concludes that integrated and well-implemented GHRM practices are essential for sustaining organizational performance and quality of sustainability outcomes. It recommends aligning recruitment and appraisal systems with training, reward, and leadership commitment to strengthen GHRM's impact. The study extends existing empirical literature (including syntheses and multisector studies) by providing context-specific evidence that integrated, operational GHRM practices, not merely symbolic gestures, are necessary to improve performance and the quality of sustainability practices.

Keywords: Green Human Resource Management, Organizational Sustainability, Green Recruitment, Green Performance Appraisal.

1. Introduction

Globally, investment in university education remains a cornerstone of national development. Modern societies increasingly rely on knowledge, ideas, and skills generated through university-based research (Nwagbala, Okafor & Ani, 2023). Universities are expected to contribute to development in three fundamental ways. First, they are tasked with producing highly skilled professionals in fields such as technology, engineering, and management. Second, they must cultivate their own academic workforce and an intellectual resource base capable of generating new knowledge and innovations through scientific inquiry to address developmental challenges. Third, universities play a vital role in preparing teachers, administrators, and managers who support human resource development across other educational institutions. Academic performance, therefore, is a multidimensional construct encompassing diverse domains of learning. Its meaning is shaped by the indicators used to measure achievement, reflecting the broad range of educational outcomes it seeks to capture (Nwagbala, Okafor & Ani, 2023).

In parallel, Green Human Resource Management (GHRM) has emerged as a strategic framework that integrates environmental objectives into workforce management. This approach recognizes that employee-related practices significantly influence an organization's ecological footprint and long-term sustainability (Kamboj, 2024). Green recruitment, for example, involves embedding environmental criteria into job descriptions, targeting candidates with sustainability competencies, and adopting eco-friendly recruitment channels. By shaping the composition and values of the workforce, such practices can enhance overall organizational performance. As Ndubisi-Okolo and Stella (2023) argue, national growth and development depend heavily on the creativity and resourcefulness of citizens, particularly the youth, whose innovative capacities are essential for overcoming societal challenges (Olajide & Akojenu, 2017; Ndubisi-Okolo & Stella, 2023).

Closely linked to recruitment, green performance appraisal integrates sustainability targets into employee evaluation and reward systems. When organizations assess and incentivize pro-environmental behaviours through measurable sustainability goals, they create a culture where employees consistently prioritize ecological responsibility in daily operations (Jamil, Zaman, Kayikci & Khan, 2023). The quality of sustainability practices and disclosures is strongly influenced by whether performance management reinforces these behaviours (Ahmad, Iqbal, Raziq, Rehman & Saleem, 2025). In the academic context, lecturers must also adapt their teaching methods to encourage active student participation, thereby strengthening learning outcomes (Nwagbala, Okafor & Ani, 2023).

Beyond theoretical interest, examining how GHRM practices shape organizational outcomes carries significant practical implications. For managers, policymakers, and stakeholders, aligning recruitment and appraisal systems with environmental objectives can foster a workforce culture that emphasizes resource efficiency, regulatory compliance, and transparent reporting. These outcomes not only enhance stakeholder trust but also improve

long-term competitiveness (Zihan, Makhbul & Alam, 2024). This research contributes to practice by identifying actionable HR interventions that support sustainable organizational transformation, while also advancing scholarship by linking micro-level HR processes with macro-level sustainability outcomes. In doing so, it provides evidence to guide the development of integrated and effective sustainability strategies within business administration.

1.1 Objectives of the Study

The main objective of the study is to determine the relationship between Green Human Resources Management (GHRM) and Organisational Sustainability. A study of Southern Delta University, Ozoro, Delta State. Specifically, to:

1. Ascertain the relationship that exists between green recruitment practices and organisational performance among employees of Southern Delta University, Ozoro, Delta State.
2. Examine the relationship that exists between green performance appraisal and sustainability quality among employees of Southern Delta University, Ozoro, Delta State.

1.2 Research Questions

1. To what extent is the relationship between green recruitment practices and organisational performance among employees of Southern Delta University, Ozoro, Delta State?
2. To what degree is the relationship between green performance appraisal and sustainability quality among employees of Southern Delta University, Ozoro, Delta State?

1.3 Research Hypotheses

The following hypotheses were used to test the variables:

HO₁: There is no significant relationship between green recruitment practices and organizational performance among employees of Southern Delta University, Ozoro, Delta State.

HO₂: There is no significant relationship between green performance appraisal and sustainability quality among employees of Southern Delta University, Ozoro, Delta State.

2. Conceptual Review

2.1 Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) integrates environmental sustainability into human resource policies and practices across the entire employee lifecycle, including recruitment, training, performance appraisal, rewards, and participation (Benevene & Buonomo, 2020). As Chinelo and Okafor (2023) emphasize, the survival and success of any organization are closely tied to the quality of its human resources. Achieving organizational goals and ensuring continuity requires prioritizing workforce training and development. Employees who lack adequate knowledge and skills often struggle with task accomplishment, experience low morale, and demonstrate low creativity. Without a clear understanding of job expectations and the competencies required, job satisfaction and productivity are likely to decrease (Chinelo & Okafor, 2023). GHRM addresses these challenges by embedding sustainability competencies into recruitment processes, equipping employees with ecological skills, and evaluating and rewarding pro-environmental behaviours. Through this alignment, individual motivations are connected to organizational environmental objectives. When consistently applied, such practices yield tangible outcomes, including reduced energy and material consumption, enhanced regulatory compliance, process innovations, and improved sustainability disclosures (Khan, Johl & Johl, 2021).

Effective GHRM requires strategic commitment and operational adjustments: leadership must prioritize sustainability, and HR must develop clear measures and fair procedures for green criteria to avoid tokenism or demotivation (Zaidi, Aslam, Mahmood, Ahmad & Tasaddque, 2025). Contextual factors, such as industry, regulation, firm size, and culture, as well as mediators like organizational climate and employee engagement, shape which practices succeed. When thoughtfully implemented, GHRM builds capabilities and norms that support ongoing environmental improvement and organizational resilience.

2.1.1 Green Recruitment Practices

Green recruitment refers to embedding environmental considerations into the hiring process to draw applicants whose values, competencies, and behaviours align with an organization's sustainability aims (Postema, 2025). This can involve crafting job adverts that highlight sustainability skills, using environmentally conscious recruitment channels, evaluating applicants for eco-friendly attitudes and technical green expertise, and favouring candidates with experience in efficient resource management (Pham & Paillé, 2020). By bringing on board people already inclined toward sustainable practices, organizations create a workforce better equipped to initiate and sustain environmental improvements.

However, for green recruitment to deliver results it must be anchored in organizational strategy and use reliable, unbiased selection methods to avoid superficial or performative actions (Jamil, Zaman, Kayikci & Khan, 2023). Hiring should be coordinated with induction, training and appraisal systems so new employees can strengthen their green capabilities and be recognized for environmentally positive contributions. Tailoring recruitment approaches to sector norms, legal requirements and labour market conditions increases effectiveness, and when combined with complementary HR policies, green recruitment helps embed sustainability into the firm's culture and long-term operations.

2.1.2 Green performance appraisal

Green performance appraisal involves incorporating environmental objectives and behaviours into employee evaluation systems so that sustainability becomes a measurable part of job performance (Mingyi & Hong, 2023). This can include setting clear eco-targets, using indicators such as resource-savings or waste-reduction achievements, soliciting multisource feedback on pro-environmental behaviours, and linking appraisal outcomes to development plans focused on green competencies. In order to be effective, green appraisal systems need transparent criteria, reliable measurement methods, and fair implementation to avoid perceptions of arbitrariness or tokenism (Tarigan, Gustomo & Bangun, 2023). Appraisals should be integrated with recruitment, training, and reward mechanisms so that evaluated behaviours are supported by the necessary skills development and incentives. Contextual adaptation, considering job roles, industry standards, and regulatory expectations, and visible leadership endorsement also strengthen credibility (Sott & Bender, 2025). When well designed and consistently applied, green performance appraisal helps institutionalize sustainable behaviours and links individual accountability to broader organizational environmental goals.

2.1.3 Organizational sustainability

Organizational sustainability refers to the ability of an organization to meet present needs while safeguarding the capacity of future stakeholders to meet theirs. It requires a careful balance of environmental stewardship, social responsibility, and economic viability (Dhanda & Shrotryia, 2021). In practice, this involves managing resources efficiently to minimize pollution and waste, ensuring fair treatment and well-being for employees and communities, and maintaining financial performance to enable continued investment in sustainable initiatives. A truly sustainable organization integrates these dimensions into its strategies, processes, and decision-making rather than treating them as isolated or peripheral activities (Silvestre & Fonseca, 2020). According to Stella, Musa, Samuel and Chimamkpa (2024), sustainable development itself is a dynamic, multifaceted process that seeks to balance the needs of the present without undermining the ability of future generations to meet their own. Recognizing this, both national governments and international organizations have increasingly emphasized capacity building as a critical element in achieving long-term development goals (Modibbo, Ali & Ahmed, 2021; Stella et al., 2024). Achieving organizational sustainability requires systems and routines that translate strategic commitments into everyday practices. These include resource-efficient operations, transparent sustainability reporting, active stakeholder engagement, and mechanisms for continuous improvement (Ekberg & Khaniri, 2024).

Sustainability outcomes are influenced by both internal factors, such as leadership commitment, organizational culture, and HR practices that foster accountability and external factors, such as regulation, market pressures, and supply-chain dynamics. When sustainability is embedded across functions, organizations gain resilience, reputational advantages, and long-term competitiveness by reducing environmental risks, meeting

stakeholder expectations, and creating value that endures over time (Florez, Lleo, Ruiz & Muñoz, 2025).

2.1.4 Organizational performance

Organizational performance denotes how effectively an organization achieves its goals across multiple dimensions, including financial results, operational efficiency, customer satisfaction, and compliance with regulatory and stakeholder expectations (Gutterman, 2023). It encompasses traditional measures such as profitability, return on assets, and market share, as well as non-financial indicators like product quality, process reliability, employee productivity, and environmental outcomes (Abdullahi, Ardo, Hassan & Ibrahim, 2021). Together, these metrics provide a comprehensive picture of an organization's health and its ability to deliver value to shareholders, customers, and other stakeholders.

Improving organizational performance depends on coherent strategy, capable leadership, and aligned systems that convert objectives into measurable outcomes, efficient processes, skilled employees, sound governance, and effective use of resources (Morah, Awanye, Ekpedo & Adeyoyin, 2020). External conditions (market competition, regulation, and economic cycles) and internal factors (culture, human capital, technology, and operational practices) jointly shape performance (Puspita, Yuniarsih, Ahman & Muhidin, 2024). When organizations integrate sustainability considerations, reducing resource waste, complying with environmental standards, and engaging stakeholders, they can enhance long-term performance by lowering risks, cutting costs, and strengthening reputation, all of which support enduring competitiveness.

2.1.5 Sustainability quality

Sustainability quality refers to the credibility, comprehensiveness, and accuracy of an organization's sustainability-related practices and disclosures (Elaigwu, Abdulmalik, & Talab, 2024). It captures how well sustainability initiatives are designed and implemented (e.g., measurable targets, verifiable outcomes, and effective controls) and how transparently and reliably these efforts are reported to stakeholders. High sustainability quality means both substantive environmental and social improvements and clear, evidence-based communication about those achievements (Khan & Shah, 2025). Enhancing sustainability quality requires rigorous processes, robust data collection, third-party verification where appropriate, clear performance indicators, and integrated governance that ties sustainability to decision-making (Ncube & Ngulube, 2024). It is shaped by organizational factors such as leadership commitment, employee competence, and internal controls, as well as external pressures like regulatory standards and stakeholder scrutiny. Organizations that prioritize sustainability quality not only reduce environmental and social risks but also build stakeholder trust and support better strategic choices through dependable information (Huda, 2024).

2.2 Theoretical Framework

This research is anchored in the Resource-Based View (RBV), first articulated by Edith Penrose in 1959 and subsequently developed into its modern strategic formulation by Jay Barney in 1991. RBV conceptualizes Green Human Resource Management (GHRM) practices, specifically green recruitment and green performance appraisal, as strategic investments that build firm-specific human capital and organizational routines. Under RBV, employees' sustainability competencies, accumulated green knowledge, and institutionalized appraisal systems constitute valuable, rare, and hard-to-imitate resources that enable superior organizational performance and higher sustainability quality. By framing GHRM as capability-development, the study posits that organizations that systematically recruit for environmental competencies and embed environmental criteria into appraisal processes create enduring internal strengths (skills, routines, and tacit knowledge) that translate into improved environmental outcomes, operational efficiencies, and more credible sustainability practices and disclosures. The RBV, therefore, provides a parsimonious theoretical lens for testing how internal HR resources drive sustained competitive advantage through enhanced organizational sustainability.

2.3 Empirical Review

Ziyadeh, Othman, and Zaid (2024) investigate how Green Human Resource Management (GHRM) influences organizational sustainability (OS) in Palestinian healthcare organizations, testing whether Corporate Social Responsibility (CSR) and Organizational Citizenship Behaviour for the Environment (OCBE) mediate that relationship. Using a quantitative survey of 88 HR and quality managers in Palestinian healthcare settings, the authors analyze the data with Partial Least Squares structural equation modelling. Results indicate that GHRM practices positively affect both CSR and OCBE, and those enhanced CSR and OCBE in turn contribute to greater organizational sustainability. In other words, GHRM promotes sustainability partly by strengthening organizations' social-responsibility activities and by fostering discretionary, pro-environmental employee behaviours. The study's contribution lies in empirically linking strategic HR environmental practices with CSR and OCBE to advance long-term sustainability in the health-care sector. Practical implications include designing HR policies that integrate environmental goals, encourage employee participation in sustainability initiatives, and align CSR efforts with GHRM to improve organizational sustainability outcomes. Limitations (implicit given sample size and sector/geographic focus) suggest caution in generalizing beyond Palestinian healthcare contexts and motivate further research with larger, cross-sector samples.

Amjad, Abbas, Zia-Ur-Rehman, Baig, Hashim, Khan, and Rehman, (2021) examine how Green Human Resource Management (GHRM) practices contribute to organizational sustainability (OS), framing their analysis through strategic choice theory and the attribution model; focusing on training and development, performance appraisal, and reward and compensation, the study tests whether environmental performance and employee performance mediate the relationships between these HR practices and OS, using survey data

from 165 managerial personnel in Pakistan's textile sector and mediation analysis, the authors find that training and development, performance appraisal, and reward and compensation each have significant positive effects on organizational sustainability and that both environmental performance and employee performance act as distinct mediators supporting the hypothesized model, and they conclude that GHRM is a promising, innovative approach in developing-country contexts while calling for further research to examine sustainability challenges and the broader impacts of GHRM across Pakistan's textile and manufacturing industries.

Roscoe, Subramanian, Jabbour and Chong (2019) examine how Green Human Resource Management (GHRM) practices drive a firm's environmental performance by fostering a green organizational culture; surveying 204 employees in Chinese manufacturing firms, the authors find that pro-environmental HRM actions hiring, training, appraisal, and incentivisation support cultural enablers such as leadership emphasis, message credibility, peer involvement, and employee empowerment, and that these enablers positively mediate the relationship between GHRM and environmental performance, suggesting that GHRM improves sustainability outcomes both directly and indirectly through cultural mechanisms and offering managers practical guidance to pair HR practices with leadership commitment, credible communication, peer engagement, and empowerment to cultivate environmentally aware employees.

Yasin, Huseynova and Atif (2023) propose and test a model grounded in competitive advantage and signaling theories linking Green Human Resource Management (GHRM) to employer branding via corporate environmental sustainability (CES) and corporate social sustainability (CSS); using survey data analyzed with SmartPLS structural equation modeling, the authors find that GHRM positively impacts CES, CES in turn positively affects CSS, and CSS directly enhances employer branding, with CES mediating the GHRM→CSS link and CSS mediating the CES→employer branding link, thereby showing that GHRM helps organizations build a competitive edge and attract potential employees by advancing environmental and social sustainability dimensions that signal a strong employer brand.

3. Methodology

The study adopted a cross-sectional survey design to examine the relationships between Green Human Resource Management (GHRM) practices, green recruitment and green performance appraisal and organizational outcomes (organizational performance and sustainability quality) among academic and non-academic staff of Southern Delta University, Ozoro, Delta State. The target population comprised all academic and non-academic employee staff of the university (N = 1,150). A multistage sampling approach was used: stage one applied stratified sampling to ensure representation of the two staff categories (academic and non-academic); stage two used purposive selection to include departments with active HR or sustainability responsibilities; and stage three employed simple random sampling to select individual respondents within each stratum. Using Taro Yamane's formula $n = N / [1 +$

$N(e)^2$] with $N = 1,150$ and $e = 0.05$, the required sample size was calculated as $n = 1,150 / [1 + 1,150(0.05)^2] = 1,150 / [1 + 2.875] = 1,150 / 3.875 \approx 297$. Data was collected using a structured, self-administered questionnaire adapted from validated GHRM and sustainability instruments and pilot-tested; instrument validity was checked by subject-matter experts, and construct validity was assessed via exploratory factor analysis, while reliability was confirmed through Cronbach's alpha (acceptable threshold $\alpha \geq 0.70$). Data analysis was conducted using SPSS v. 25. The total number of questionnaires administered was 297; however, 250 were properly filled and returned, representing a response rate of 84.18%, which was deemed adequate for the analysis.

4. Analysis of Data Related to Research Questions

Research Question 1: What is the relationship between green recruitment practices and organizational performance among employees of Southern Delta University, Ozoro, Delta State?

Table 1: Mean Ratings of Responses on the relationship between green recruitment practices and organizational performance

S/N	Items	N	Mean	SD	Remark
Green Recruitment Practices					
1	Job adverts explicitly state sustainability requirements	250	3.51	1.190	Accepted
2	Use of environmentally friendly recruitment channels	250	3.28	1.199	Accepted
3	Candidates assessed for environmental attitudes during selection	250	2.95	1.274	Rejected
4	Recruitment prioritises applicants with resource-efficiency experience	250	3.17	1.246	Accepted
Organizational Performance					
5	Applicants screened for green competencies in the interview	250	3.11	1.187	Accepted
6	Job descriptions include sustainability KPIs	250	2.88	1.158	Rejected
7	Recruitment adverts highlight the employer's green credentials	250	3.18	1.175	Accepted
8	HR monitors the proportion of hires with sustainability training	250	2.78	1.139	Rejected
Grand Mean		250	3.08	1.195	Accepted

Source: Researcher's Computation using SPSS, 2026

The results in Table 1 show a modest overall acceptance that green recruitment practices are related to organizational performance at Southern Delta University, Ozoro (grand mean = 3.08, SD = 1.195). Respondents most strongly agreed that job adverts explicitly state sustainability requirements ($M = 3.51$) and that environmentally friendly recruitment

channels are used ($M = 3.28$), while they were less convinced that candidates' environmental attitudes are formally assessed during selection ($M = 2.95$), that job descriptions include sustainability KPIs ($M = 2.88$), or that HR monitors hires' sustainability training ($M = 2.78$). In short, the university appears to signal commitment to sustainability in recruitment, but critical operational elements—formal attitude assessment, KPI integration, and post-hire monitoring—are under-implemented and should be strengthened to enhance the impact of green recruitment on organisational performance.

Research Question 2: What is the relationship between green performance appraisal and sustainability quality among employees of Southern Delta University, Ozoro Delta State?

Table 2: Mean Ratings of Responses on the Relationship between Green Performance Appraisal and Sustainability Quality

S/N	Items	N	Mean	SD	Remark
Green Performance Appraisal					
9	The organization's cost performance benefited from employee initiatives	250	3.37	1.240	Accepted
10	Our organization improved operational efficiency in the past year	250	3.52	1.184	Accepted
11	Productivity/output quality increased after integrating sustainability competencies	250	3.01	1.194	Accepted
12	Overall, financial performance improved partly due to sustainability practices.	250	2.85	1.141	Rejected
Sustainability Quality					
13	Customer satisfaction has improved with sustainability initiatives	250	3.09	1.090	Accepted
14	Compliance with environmental regulations has reduced penalties and costs	250	2.98	1.103	Rejected
15	Employee productivity metrics show positive change linked to green practices	250	2.88	1.174	Rejected
16	Innovation in processes attributable to a sustainability focus has increased	250	2.79	1.200	Rejected
Grand Mean		250	3.06	1.163	Accepted

Source: Researcher's Computation using SPSS, 2026

The results in Table 2 indicate a modest overall acceptance that green performance appraisal is related to sustainability quality at Southern Delta University, Ozoro (grand mean = 3.06, SD = 1.163). Respondents agreed most strongly that the organization improved operational efficiency in the past year ($M = 3.52$) and that cost performance benefited from employee initiatives ($M = 3.37$), and they were marginally positive about productivity and output quality gains after integrating sustainability competencies ($M = 3.01$). However, several outcome-related items were rated below the decision threshold: overall financial performance

improvements (M = 2.85), compliance-related reductions in penalties and costs (M = 2.98), productivity metrics linked to green practices (M = 2.88), and innovation attributable to sustainability focus (M = 2.79). In short, while appraisal practices that emphasize sustainability appear to support operational efficiency and some cost benefits, their translation into measurable financial gains, regulatory cost savings, productivity improvements, and innovation remains limited and warrants strengthening to raise overall sustainability quality.

4.1 Hypotheses Testing

Decision Rule: Reject the null hypothesis if $p \leq 0.05$, indicating a statistically significant effect. The R^2 value determines the strength of the effect.

Hypothesis One:

H There is no significant relationship between green recruitment practices and organizational performance among employees of Southern Delta University, Ozoro, Delta State.

Table 3: Regression Analysis of Green Recruitment Practices and Organizational Performance

Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.448	0.201	0.197	0.912

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.487	1	22.487	26.99	.000
	Residual	89.462	248	0.361		
	Total	111.949	249			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.912	0.170	—	5.36	.000
	Green Recruitment Practices	0.610	0.118	0.448	5.20	.000

Source: SPSS Output, 2026

A linear regression was conducted to test the effect of green recruitment practices on organizational performance. The model was statistically significant, $F(1, 248) = 26.99$, $p < .001$, and produced an R of .448 and $R^2 = .201$, indicating that green recruitment practices explain 20.1% of the variance in organizational performance. The regression coefficient for green recruitment practices was positive and significant ($B = 0.610$, $SE = 0.118$, $\beta = .448$, $t =$

5.20, $p < .001$). Because $p < .05$, the null hypothesis is rejected: green recruitment practices have a significant positive effect on organizational performance among employees of Southern Delta University, Ozoro.

Hypothesis Two:

H₀₂: There is no significant relationship between green performance appraisal and sustainability quality among employees of Southern Delta University, Ozoro, Delta State.

Table 4: Regression Analysis of Green Performance Appraisal and Sustainability Quality

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.395	0.156	0.151	0.845

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.144	1	18.144	24.48	.000
	Residual	183.856	248	0.742		
	Total	202.000	249			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.562	0.149	—	3.77	.000
	Green Performance Appraisal	0.523	0.106	0.395	4.95	.000

Source: SPSS Output, 2026

A linear regression was conducted to examine the effect of green performance appraisal on sustainability quality. The model was statistically significant, $F(1, 248) = 24.48$, $p < .001$, with $R = .395$ and $R^2 = .156$, indicating that green performance appraisal explains 15.6% of the variance in sustainability quality. The regression coefficient for green performance appraisal was positive and significant ($B = 0.523$, $SE = 0.106$, $\beta = .395$, $t = 4.95$, $p < .001$). Because $p < .05$, the null hypothesis is rejected: green performance appraisal has a significant positive effect on sustainability quality among employees of Southern Delta University, Ozoro.

4.2 Discussion of Findings

The first hypothesis reveals that green recruitment practices positively influence organizational performance. This likely occurs because recruiting for sustainability brings in employees with the values, skills, and tacit knowledge needed to promote resource efficiency and improve operations; viewed through the Resource-Based View, these hires and

recruitment routines become firm-specific, hard-to-imitate resources that drive performance. This finding aligns with prior work: Amjad, Abbas, Zia-Ur-Rehman, Baig, Hashim, Khan, and Rehman (2021) show recruitment in GHRM supports environmental and employee performance; Roscoe, Subramanian, Jabbour, and Chong (2019) link hiring green talent to a culture that enhances environmental outcomes; Pham and Paillé (2020) emphasise targeted green recruitment as a way to secure implementable sustainability skills; and Miah, Szabó-Szentgróti, and Walter (2024) synthesize evidence that GHRM recruitment correlates with improved environmental results in developing-country contexts.

The second hypothesis reveals that green performance appraisal positively affects sustainability quality. Appraisal systems that set clear environmental criteria and link assessment to development and rewards institutionalize accountability and continuous improvement, creating routines that enhance the credibility and comprehensiveness of sustainability practices, consistent with RBV logic that such routines become valuable organizational capabilities. This concurs with Ziyadeh, Othman, and Zaid (2024), who show GHRM boosts CSR and pro-environmental behaviours; Amjad, Abbas, Zia-Ur-Rehman, Baig, Hashim, Khan, and Rehman (2021), who identify appraisal as a key GHRM driver of sustainability via performance mediators; Roscoe, Subramanian, Jabbour, and Chong (2019), who highlight evaluation and incentivization as cultural enablers; and Mingyi and Hong (2023), who stress that integrating green management into performance evaluation strengthens monitoring and implementation.

5. Summary of Findings

The findings of this study can be summarized as follows:

1. Green recruitment practices are positively related to organizational performance among employees of Southern Delta University, Ozoro. The presence of recruitment signals and targeted hiring for sustainability competencies appears to support operational effectiveness and other performance dimensions.
2. Green performance appraisal is positively associated with sustainability quality. Performance management systems that embed environmental criteria, measurable targets, and links to development or rewards help institutionalize sustainable behaviours and improve the perceived credibility and comprehensiveness of sustainability practices.

5.1 Conclusion

The study concludes that Green Human Resource Management, specifically green recruitment and green performance appraisal, plays a meaningful role in strengthening both organizational performance and sustainability quality at Southern Delta University, Ozoro. Grounded in the Resource-Based View, the results indicate that recruiting for sustainability competencies supplies firm-specific human capital while appraisal systems institutionalize expectations and accountability; together, these practices form internal capabilities that support sustained improvements in performance and the quality of sustainability outcomes.

However, the benefits are contingent on substantive implementation symbolic or piecemeal adoption of GHRM practices is unlikely to produce the same effects as integrated, well-operationalized HR interventions.

5.2 Recommendations

1. The university should ensure that green recruitment is linked explicitly to induction, training, appraisal, and reward systems so new hires' sustainability competencies are developed and utilized rather than remaining symbolic.
2. Provide training for managers on assessing environmental performance and secure visible leadership commitment to avoid tokenism and ensure consistent application of GHRM practices.

5.3 Contribution to Knowledge

This study contributes to GHRM scholarship by empirically linking green recruitment and green performance appraisal to organizational performance and sustainability quality within a university context in a developing-country setting. By applying the Resource-Based View, the research demonstrates how specific HR practices function as internal capabilities recruited sustainability competencies and appraisal routines that are valuable and difficult to imitate, thereby supporting sustained organizational advantages. The study extends existing empirical literature (including syntheses and multisector studies) by providing context-specific evidence that integrated, operational GHRM practices, not merely symbolic gestures, are necessary to improve performance and the quality of sustainability practices. The findings offer actionable insights for practitioners and policymakers seeking to design HR interventions that genuinely embed sustainability into organizational routines, and they identify avenues for future research, such as longitudinal assessment of GHRM implementation and studies on mediation mechanisms (e.g., CSR, OCBE) in higher-education settings.

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