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Green Human Resource Involvement and Organizational Sustainability of Quoted Manufacturing Companies in South-South Nigeria

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ABSTRACT: This study investigates the relationship between Green Human Resource Involvement and organizational sustainability among quoted manufacturing companies in South-South Nigeria. A cross-sectional research design anchored on a quantitative methodology was employed, with data collected from 112 managerial respondents across different levels within the selected firms. The study was underpinned by Stakeholder Theory, which provided the conceptual foundation. Descriptive analysis was conducted to evaluate the extent of the relationship between the variables, while Spearman's rank-order correlation coefficient was applied to test the predictive influence of Green Human Resource Involvement on organizational sustainability. The results revealed a significant positive relationship between Green Human Resource Involvement and organizational sustainability. Based on these findings, the study recommends that manufacturing firms in South-South Nigeria adopt inclusive and participatory leadership frameworks that foster greater employee involvement in green initiatives as a pathway to enhancing sustainability.

KEYWORDS: Green Human Resource Management, Green Human Resource Involvement, organizational

INTRODUCTION

The increasing global concern for environmental preservation and sustainable development has compelled organizations to rethink their operational strategies, particularly in high-impact sectors like manufacturing. As sustainability becomes a critical criterion for organizational legitimacy and competitive advantage, the integration of green practices into human resource management (HRM) has gained significant attention in both academic and professional spheres (Renwick *et al.*, 2013; Jabbour & de Sousa Jabbour, 2016). Green Human Resource Management (Green HR) refers to the integration of environmentally sustainable practices into human resource policies and processes. It emphasizes minimizing the organizational carbon footprint through strategic initiatives such as reducing paper usage by adopting workplace digitalization, promoting virtual communication via video conferencing, and implementing online HR

procurement in place of traditional in-person transactions. Swagato *et al.* (2022) reinforced that to eventually reduce the use of vitality and other assets, activity like car sharing, cycling, open transport system integrated inside Green HRM functions for the cause of climate change and other natural issues, and preparation of strategies in work field is crucial. They further contend that certain Green Human Resource Management practices are initiated by employees themselves, contributing not only to their personal sustainability efforts but also enhancing the organization's overall environmental performance in the workplace. For upholding continuing business transactions in organization, union agents arrange for green plan at office (Swagato *et al.*, 2022). Meanwhile, Green Human Resource Management (GHRM) refers to HR practices that promote the sustainable use of resources within business organizations and

enhance employee engagement in environmental initiatives (Tang *et al.*, 2018). Such practices include green recruitment, green training and development, environmental performance management, and the promotion of a green organizational culture. Scholars argue that organizational greening requires the collective involvement of all members, making it essential to cultivate a strong social conscience and a sense of environmental responsibility among employees. The central contention is that the human resource function serves as the driving force of sustainability within organizations by aligning its policies and practices with sustainability objectives. Nevertheless, a critical question arises: to what extent does human resource involvement directly influence organizational sustainability? The activities of organizations and their espousal of organizational sustainability are expressively impacted by human resource factor (Schaltegger & Burritt, 2018). Green-focused management practices are primarily implemented by employees who demonstrate a positive orientation toward the environment and possess a strong sense of accountability for their actions, particularly those with potential environmental implications. In developing countries such as Nigeria, the quest for industrial growth is often at odds with environmental sustainability due to weak regulatory frameworks, low environmental awareness, and inadequate enforcement mechanisms (Okorie & Uzonwanne, 2021). This conflict is particularly evident in the manufacturing sector, which contributes significantly to Nigeria's GDP but also accounts for a large share of environmental degradation, especially in the oil-rich South-South region. The region hosts numerous quoted manufacturing firms, many of which operate in environmentally sensitive contexts and are under increasing pressure from stakeholders to adopt sustainable practices (Amah & Ahiauzu, 2013; Nwachukwu *et al.*, 2020).

Despite growing recognition of GHRM's potential to drive sustainable outcomes, there remains a paucity of empirical research examining the extent to which human resource involvement influences organizational sustainability in Nigeria, particularly among publicly quoted manufacturing firms. While multinational corporations and some indigenous firms have begun to implement green initiatives,

such efforts are often fragmented and poorly integrated into core HR functions (Zaid *et al.*, 2018; Pham *et al.*, 2019). Moreover, there is limited understanding of how employee participation and HR policies align with environmental goals in the Nigerian context.

Recognizing the strategic role of human resource management in advancing environmental stewardship, this study examines the involvement of HR in fostering organizational sustainability among quoted manufacturing companies in South-South Nigeria. Specifically, it seeks to evaluate the extent of Green Human Resource Management (GHRM) adoption, identify its key enablers and constraints, and assess its impact across the economic, social, and environmental dimensions of sustainability. The study posits that the integration of GHRM practices can enhance environmental awareness and nurture a green organizational culture. This can be achieved by recruiting employees who prioritize sustainability, equipping the workforce with technological and innovative competencies through training programmes, and implementing reward and incentive systems that motivate the effective execution of environmental management initiatives. Human Resource management that integrates the ambitions of sustainable development into its progressions, practices and regulations can permit organizations to gain a competitive edge that will stand the test of time (Almada & Borges, 2018). This actualization can be achieved through the effective implementation of Green Human Resource Management practices such as green recruitment and selection, green job analysis, green training and development, and green performance management. These initiatives foster the creation of a sustainable workplace environment that minimizes pollution and promotes ecological balance. In turn, such practices not only enhance sustainability but also strengthen organizational competitiveness, improve overall effectiveness, and reinforce a long-term green organizational culture. Ahmad (2015) reiterate that consequent upon this, green human resource management (GHRM) has been acknowledged as a substantial business catalyst for fostering business development where the department of Human Resources is a vivacious key player in the execution efforts for the environment. A research conducted in selected Indian organization on green HRM practices indicated an

impact on the quality of work-life of the employees (Jayashree, 2019). Employee green behavior is influenced by sustainable and eco-friendly HRM practices (Sohaib Zubair, 2019). A study on employee's perception towards green HRM initiatives showed the involvement of employees and their participation in the case of green HRM practices (Swagato *et al.*, 2022). The results of this study principally maintained the fundamental specifics that workers are concerned about both individual role in the green initiatives and organizational role in executing green HRM policy in the organization (Rajput & Pachauri, 2018). Additional study deliberated diverse forms of management strategies adopted by organizations and also attempted to add to the evolving area of green management of the organizations and the sustainable development of the stakeholders (Loknath&Azeem, 2017). This paper investigates the relationship between Green Human Resource Involvement and organizational sustainability among quoted manufacturing companies in South-South Nigeria.

STATEMENT OF THE PROBLEM

Over a long period of time economic progress and advancement has been the centrality of all business organizations globally (Swagato, Arindam&Saileswar, 2022). Madan, (2016) posits that the business world is supposed to make profit, but not at the detriment of the environment. It is important to recognize that the ultimate goal of economic development in any region is to enhance the standard of living and create better employment opportunities. This, Sahoo and Sethi (2020) buttress can be achieved through Industrialization which they claim is the important feature of economic development. Bhandari (2017) argues that the positive economic and social consequences of development in industrialization have impacted severe corrosion on the environment. This, to a large extent, can be attributed to the activities of business organizations, particularly manufacturing firms, which produce goods to meet human needs while simultaneously striving for their own long-term sustainability.

The growing global focus on environmental conservation and sustainable development has made it necessary for organizations to re-examine their strategies, with particular attention to the role of human resource management (HRM). Despite

growing awareness of environmental challenges and the pressure on organizations to reduce their ecological footprints, many firms especially in developing economies still treat sustainability as a peripheral concern rather than integrating it into core HR practices (Jabbour& de Sousa Jabbour, 2016; Renwick *et al.*, 2013). This disconnect poses a critical challenge to achieving long-term organizational sustainability.

The literature on green human resource management (GHRM) has emphasized the potential of environmentally oriented HR practices such as green recruitment, green training, performance evaluation, and employee engagement in driving sustainable organizational outcomes (Renwick *et al.*, 2013; Yong *et al.*, 2020). However, empirical research on the direct impact of green HR involvement on organizational sustainability remains scant, fragmented, and occasionally inconsistent (Pham *et al.*, 2019). Moreover, the apparatuses through which green HR initiatives contribute to measurable environmental, social, and economic performance indicators are not clearly understood, particularly in contexts characterized by limited regulatory enforcement and resource constraints (Zaid *et al.*, 2018).

There is a pressing need to investigate how GHRM strategies can be systematically entrenched within organizational structures and how employee involvement in greening the organization impacts sustainability outcomes. Without a comprehensive understanding and integration of green HR practices, organizations may face challenges in aligning their human capital strategies with environmental and social objectives, potentially leading to reputational risks, regulatory non-compliance, and operational inefficiencies (Jackson *et al.*, 2011; Tang *et al.*, 2018).

This study, therefore, aims to bridge this knowledge gap by exploring the impact of green human resource involvement on organizational sustainability, identifying the most impactful HR practices, and examining contextual enablers and barriers to GHRM implementation across diverse organizational environments.

Research Objectives

The study is guided by the following objectives:

- i. To examine the relationship between Green Human Resource (HR) involvement and the

economic sustainability of quoted manufacturing companies in South-South Nigeria.

ii. To assess the relationship between Green HR involvement and the environmental sustainability of quoted manufacturing companies in South-South Nigeria.

iii. To evaluate the relationship between Green HR involvement and the social sustainability of quoted manufacturing companies in South-South Nigeria.

Research Questions

The study seeks to provide answers to the following questions:

i. What is the relationship between Green HR involvement and the economic sustainability of quoted manufacturing companies in South-South Nigeria?

ii. What is the relationship between Green HR involvement and the environmental sustainability of quoted manufacturing companies in South-South Nigeria?

iii. What is the relationship between Green HR involvement and the social sustainability of quoted manufacturing companies in South-South Nigeria?

LITERATURE REVIEW

Theoretical Foundation

The Concept of Stakeholder Theory

The concept of stakeholder theory was first introduced by Dr. F. Edward Freeman, a professor at the University of Virginia, in his seminal work *Strategic Management: A Stakeholder Approach* (1984). The theory emphasizes that organizations have obligations not only to shareholders, who serve as financial investors, but also to a broader network of stakeholders affected by their operations. These stakeholders include employees, customers, suppliers, local communities, environmental groups, regulatory agencies, and other relevant parties. Stakeholder theory posits that by prioritizing the interests and welfare of all stakeholders, organizations are more likely to achieve long-term, sustainable, and authentic success.

The stakeholder theory asserts that managers have a fundamental obligation not just to prioritize the interests of shareholders, but also to consider the broader effect on various stakeholders (Moneva&Pajares, 2018). A stakeholder of an organization is any individual or entity that has a direct or indirect interest in the firm's operations and outcomes. Essentially, stakeholders include

those who influence, or are influenced by, the organization's activities and decisions. They can be broadly categorized into two groups: internal stakeholders, such as employees and shareholders, who hold direct stakes in the business environment, and external stakeholders, such as local communities and other entities outside the firm, whose interests are indirectly affected. Stakeholder theory is therefore adopted in this research as the guiding framework, as it provides a comprehensive explanation of the diverse interests and relationships that shape organizational sustainability. The essence of the stakeholder theory has been used in previous research as well (Järlström, Saru&Vanhala, 2018; Guerci, Longoni&Luzzini, 2015).

In order to attain business sustainability, it is essential for a corporation to conduct an introspective and outward examination to comprehend its ecological and societal ramifications (Donaldson & Preston, 1995). The involvement of relevant stakeholders is essential for developing a comprehensive understanding and recognition of the diverse consequences and challenges associated with organizational practices. Firms can advance corporate sustainability through internal initiatives such as employee training and the formulation of sustainability-oriented policies and strategies. As Dissanayake, Tilt, and Xydias-Lobo (2016) emphasize, although stakeholder expectations may vary across sectors, their relevance to achieving sustainability remains fundamental.

Green Human Resource Involvement

Green Human Resource Involvement represents a key dimension of Green Human Resource Management (GHRM) that emphasizes the supportive role of HR in advancing organizational sustainability. Within this framework, HR policies and practices are strategically designed to encourage the sustainable use of resources while promoting the protection and preservation of the natural environment. Green involvement refers to the participation of organizational employees in green accomplishments (Jamal, Zahid, Martins, Mata, Rahman & Mata, 2021). This participation of workers in green activities motivates and encourages them to support the organization in the prevention of effluence and avoidable waste (Guerci&Carollo, 2015; O'Donohue&Torugsa, 2015). An evaluation of many scholarly works

establishes the fact that green involvement (GI) is a crucial factor in improving the performance of organizations (For instance, reducing waste and pollution, and making judicious use of resources in the organization) (Alhaddi, 2015; Delmas&Burbano, 2011; Colwell & Joshi, 2011). In promoting green and eco-friendly initiatives, organizations must actively inspire and motivate employees to participate in and contribute to the process of organizational greening. This can be arrived at when employees are given the requisite empowerment (Ahmad, 2015; Alhaddi, 2015). In this regard, the responsibility rests with the human resource department to emphasize the importance of creating a participatory work environment, particularly for strategic-level managers. Such an environment should empower employees to freely express their views without fear of reprisal, even when their opinions diverge from those of top management. In the view of this, the environment should be such that workers can advise or give divergent notions to handle important organizational matters (Zibarras&Coan, 2015). Nevertheless, giving credence to employees and their involvement came to bear on the fact that people at the workplace like to be sovereign especially in making resolutions concerning environmental issues and other subject matters affiliated to sustainability that may arise in the application of organizational sustainability and its numerous ingenuities (Tahir, Safwan, Usman & Adnan, 2020; Meyer, Estrin, Bhaumik& Peng, 2008). To actualize this, employees must be actively involved in the formulation and development of strategies aimed at addressing environmental challenges. Such inclusion not only fosters a sense of ownership but also enhances their knowledge and capacity to advance organizational greening initiatives.

Concept of Organizational Sustainability

Organizations are in the pursuit for sustainability and that they always want to reflect in the production of improved products and services to match the ever-increasing appetite of consumer and in so doing optimize economic gains bearing in mind the issue of addressing social and ecological concerns (Barbier, 2007; Hunt, 2011).

Amrutha and Geetha (2020) defined Organizational sustainability as the capability of an organization to collaborate in a way that assures the smooth

continuation, good condition and existence of the organization, not keeping out of place the social, economic and environmental constituents that are connected to it. It symbolizes everything about incorporating the goals of sustainable development, for instance, economic efficiency, societal equality, and eco-friendly disclosures, into the atmosphere of operation of industries (Varsei, Soosay, Fahimnia&Sarkis, 2014). Kernel (2005) in explaining Organizational sustainability postulates that it was an outcome necessary on the premise of organizational policies and functions that placed premium on relationships, development and the environment (Roberts & Tribe, 2008).

Tamunomiebi and Mezeh (2022) opined that several organizations need to stay with the combination of ecological, environmental and socio-cultural elements of organizational sustainability. A thought-provoking study of their work revealed that Green Recruitment and Selection which is same as Green Human Resource Procurement has a positive relationship with corporate sustainability (Tamunomiebi&Mezeh, 2022).

Economic Sustainability

According to Roberts and Tribe, (2008) as cited Tamunomiebi and Mezeh, (2022) economic sustainability denotes the capability of an organization to make profit so as to remain in business and be of value to the economic systems at both local and national level. This underscores the idea that a sustainable organization is one that carefully considers the economic impact of its operations on the host community. Such impacts include the provision of fair wages, the creation of employment opportunities, and their broader contribution to local economic growth. Economic sustainability also extends to the organization's relationships with suppliers and dealers, ensuring that comparable standards and practices are maintained throughout the supply chain. Landrum and Edwards, (2009) reiterate that business organizations are required to preserve corporate profitability and internal financial stability if they must survive and satisfy the requirements of their various shareholders.

Tamunomiebi and Mezeh (2022) posits that there are numerous and enduring deliberations on the core notion and explanation of sustainable economy. However, Kernel (2005) emphasized that reduction of poverty from world the core concern of

sustainable economic development. The central idea is that economic sustainability is attainable through the provision of safety, security, and stable livelihood opportunities. On the contrary view, Font and Harris (2004) posits that the central purpose of economy in sustainable development. Providing a universally accepted definition of a sustainable economy remains a significant challenge.

Environmental Sustainability

Neeraja (2018) highlights that this dimension of organizational sustainability underscores the role of Green Human Resource Management (GHRM) in promoting policies that ensure the sustainable use of resources within business organizations, thereby contributing significantly to environmental sustainability. Environmental sustainability relates to the preservation and protection of the physical environment, which is intricately linked with social structures, developmental systems, organic systems, and economic activities. These evolving systems often generate changes in certain aspects of the physical environment, which may, in turn, impede or counterbalance changes in other areas. Therefore, Hobson and Essex (2001) averred that, no program on environmental sustainability can totally sustain or uphold every component and aspect of the whole physical environment.

The concept of environmental sustainability has been extensively examined in scholarly literature. Within the manufacturing sector, considerable evidence highlights critical environmental issues such as waste-to-wealth initiatives, energy conservation, recycling, waste management, and water preservation. Knowles, Macmillan, Palmer, Grabowski, and Hashimoto (1999), for instance, reported findings from a study in London which revealed that respondents in the manufacturing industry acknowledged active involvement in addressing one or more environmental concerns. Tamunomiebi and Mezeh (2022) corroborates that a lot of researchers buttress that the most organizations (especially those in production or manufacturing) are not unaware of their adverse effects on the environment. In itemizing the areas of environmental action with respect to resource depletion, Middleton and Hawkins (1998); Hobson and Essex (2001) listed, energy, water and non-renewable resource usage. Additionally, some aspects geared towards more environmentally friendly action control embraced by manufacturing

companies could be: reprocessing systems; use of unbleached and undyed fabrics, use of recycled supplies, etc. (Swarbrooke, 1999; Hobson & Essex, 2001). Beri, Thakur and Gupta (2020) assert that human resource management practices that are eco-friendly will advance environmental services

Social Sustainability

The complexities associated with giving a thorough elucidation on the meaning of society, culture and community has given numerous meaning to social sustainability. However, Saeed, Afsar, Hafeez, Khan, Tahir and Tahir (2019) summarily, elucidates that social sustainability is the manner people interrelate communally with their interactions, behavioral disposition, and ethics. Roberts and Tribe (2008) corroborates that social sustainability is saddled with the social collaboration, associations, behavioral configurations and ethics or ideals amongst people in a society. On the foregoing, Saeed et al. (2019) orate that for business organizations to enjoy sustainability, as a matter of necessity they must uphold a cordial affiliation and mutual respect for their host communities, include natives, and put into perspective the significance of customs, traditions and culture in their experiences and practices. Amrutha and Geetha (2020) in stressing the potentials of social sustainability stipulates that the prospect of green practices is engraved in accomplishing the objectives of the organization's social sustainability.

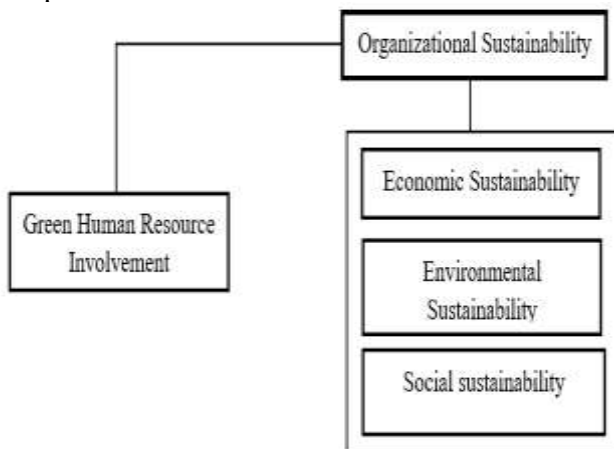
Green HR Involvement and Organizational Sustainability

A review of the existing literature underscores the significant impact of Green Human Resource Management (GHRM) on organizational effectiveness. To this end, Myilswamy and Gayatri (2014) assert that, employee involvement in the course of green HRM in the organizations was discovered to be essential to be evaluated, as employee green involvement is a pointer of organizational efficiency.

Organizational sustainability and eco-friendly HRM practices highlighted the green behavior of employees (Sohaib&Zubair, 2019). The research work on employee's perception towards green HRM initiatives measured the involvement of employees and their contribution in the case of green HRM practices (Swagatoet al., 2022). The findings of this research mostly reinforced the fundamental facts that workers are concerned with

both individual role and organizational role in the green initiatives in executing green HRM policy in the organization (Rajput & Pachauri, 2018). Diverse categories of management strategies adopted by the organizations in another study was discussed which made an attempt to add to the evolving field of green management of the organizations and the sustainable development of the stakeholders (Loknath&Azeem, 2017). Green HRM practices is established to be the means of promoting corporate social responsibility (Chowdhury, Sanju&Asaduzzaman, 2017). Strategic implementation of green HRM practices in Kolhapur-based industries was emphasized in a study (Swagatoet al., 2022). The study chiefly emphasized on green HRM initiatives by manufacturing industries and to ascertain the responsiveness among the workers with respect to Green HRM practices (Menon, 2016). It was acknowledged that the green HRM generates a sense of motivation and dependability among workers towards the organizations’ sustainability goal (Das, 2016).

Below is a conceptual review showing the various concepts and constructs of the work.



Conceptual Model of Green Human Resource Involvement and Organizational Sustainability
Source: Wokoma, H.O. (2023)

The insights from these previous studies provide a basis for this research, which seeks to examine the relationship between Green Human Resource Involvement and Organizational Sustainability among quoted manufacturing companies in South-South Nigeria. Accordingly, the study proposes the following hypotheses:

Research Hypotheses

H₀₁: There is no significant relationship between Green Human Resource Involvement and economic sustainability of quoted manufacturing companies in South-South Nigeria.

H₀₂: There is no significant relationship between Green Human Resource Involvement and environmental sustainability of quoted manufacturing companies in South-South Nigeria.

H₀₃: There is no significant relationship between Green Human Resource Involvement and social sustainability of quoted manufacturing companies in South-South Nigeria.

Research Methodology

This study employed a cross-sectional survey design, collecting data at a single point in time. The research focused on directors and managers at various levels within 12 manufacturing companies listed on the Nigerian Stock Exchange. The companies included A.G. Leventis Nigeria Plc, Vitafoam Nigeria Plc, John Holt Plc, and SCOA Nigeria Plc, Champion Breweries Plc, Austin Laz & Company Plc, Golden Guinea Breweries Plc, Berger Paints Plc, Guinness Nigeria Plc, Beta Glass Plc, Cap Plc.

The study was conducted at the macro-level, with the unit of analysis being the organizational operations of the selected manufacturing firms. Primary data were collected using a structured questionnaire specifically designed to address the study’s variables. The questionnaire comprised two main sections, with each variable measured using established models and indicators, and responses recorded on a 5-point Likert scale.

The validity of the instrument was ensured through content validity assessment, while reliability was evaluated using Cronbach’s alpha coefficient. All items exceeded the recommended threshold of 0.70, indicating strong reliability. The Cronbach’s alpha coefficients obtained for each variable were: Green Human Resource Involvement (0.904), Economic Sustainability (0.885), Social Sustainability (0.796), and Environmental Sustainability (0.871), confirming the internal consistency of the measurement scales. Following Nunally’s (1978) model, which suggests a benchmark of 0.70, The result revealed that all instruments adopted have strong levels of clarity and precision in addressing the concepts of the study. As shown below:

Table 1: Reliability results

Variables	Dimensions/Measures	Items on Scale	Reliability coif.
Organizational Sustainability	Green Involvement	7	0.904
	Economic Sustainability	3	0.885
	Social Sustainability	4	0.796
	Environment Sustainability	5	0.871

Source: Survey result, 2023

Research Results and Findings

A total of 120 questionnaire copies were initially distributed, representing 100% of the targeted sample. Out of these, 112 copies (93%) were successfully returned. Following a thorough cleaning and assessment for errors, all 112 recovered questionnaires were deemed valid and suitable for analysis. Eight questionnaires were not

retrieved, as some respondents were unable to complete them. Nevertheless, the 112 valid responses were considered sufficient and were fully utilized in the study.

Green Involvement and Organizational Sustainability

Table 4.9: Green Involvement and Organizational Sustainability

			Involvement	Economic	Social	Environment
Spearman's rho	Involvement	Correlation Coefficient	1.000	.894**	.825**	.771**
		Sig. (2-tailed)	.	.000	.000	.000
		N	112	112	112	112
	Economic	Correlation Coefficient	.894**	1.000	.850**	.786**
		Sig. (2-tailed)	.000	.	.000	.000
		N	112	112	112	112
	Social	Correlation Coefficient	.825**	.850**	1.000	.786**
		Sig. (2-tailed)	.000	.000	.	.000
		N	112	112	112	112
	Environment	Correlation Coefficient	.771**	.786**	.786**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	112	112	112	112

Correlation is significant at the 0.01 level (2-tailed).

Source: Survey results, 2023

The results presented in Table 4.9 indicates that green involvement is positively associated with the various measures of organizational sustainability.

- i. The first test, which examined the validity of the null hypothesis stating that there is no significant relationship between green involvement and economic sustainability, revealed a strong and positive correlation (rho = 0.894, p = 0.000). Based on this evidence, the null hypothesis was rejected.
- ii. The second test, which examined the validity of the null hypothesis stating that there is no significant relationship between green involvement and social

sustainability, revealed a significant and positive relationship. It revealed a significant and positive relationship where rho = 0.825 and P = 0.000. The null hypothesis was rejected based on the evidence presented.

- iii. The third test, which evaluated the null hypothesis stating that there is no significant relationship between green involvement and environmental sustainability, revealed a strong and positive correlation (rho = 0.771, p = 0.000). Based on this evidence, the null hypothesis was rejected. Overall, the evidence generated from the analysis indicates that all null hypotheses regarding the relationship between green involvement and the

measures of organizational sustainability were rejected. The results consistently demonstrate significant and positive relationships across all three dimensions. Accordingly, the following findings are established:

- i. There is a significant relationship between green involvement and the economic sustainability of quoted manufacturing companies in South-South Nigeria.
- ii. There is a significant relationship between green involvement and the social sustainability of quoted manufacturing companies in South-South Nigeria.
- iii. There is a significant relationship between green involvement and the environmental sustainability of quoted manufacturing companies in South-South Nigeria.

DISCUSSION OF THE FINDINGS

Green Involvement and Economic Sustainability

In line with the observed impact of green involvement on organizational sustainability, it could be argued that while green involvement might not directly influence employee work outcomes, rather it does this through the virtue of social and psychological processes (Jiang *et al.*, 2012).

The findings reveal a significant positive relationship between green human resource involvement and economic sustainability, suggesting that organizations with well-developed GHRM practices—such as green recruitment, environmentally oriented training, and performance incentives linked to ecological goals—are more likely to achieve stronger financial performance. This aligns with Renwick, Redman, and Maguire's (2013) assertion that integrating environmental criteria into HR processes can lead to cost savings through waste reduction and efficiency gains. In the context of South-South Nigeria's quoted manufacturing firms, green involvement appears to enhance operational efficiencies (e.g., lower energy and material costs) and improve market competitiveness by differentiating products on sustainability grounds (Jabbour & de Sousa Jabbour, 2016).

Green Involvement and Social Sustainability

It is observed that there is significant relationship between green involvement and social sustainability which indicates that engaging employees in environmental initiatives contributes to broader social outcomes, including improved workplace well-being and stronger community relations.

Consistent with Pham, Tučková, and Phan (2019), green training and employee participation foster a culture of shared responsibility, which can translate into higher job satisfaction, reduced turnover, and better public image. In South-South Nigeria where industrial operations often attract scrutiny over social and environmental impacts GHRM practices help quoted firms build stakeholder trust and support local development, reinforcing the social license to operate.

Green Involvement and Environmental Sustainability

Lastly, the substantial link between green HR involvement and environmental sustainability confirms that when HR strategies actively promote environmental awareness and behaviors, firms achieve measurable reductions in pollution, waste, and resource depletion. This finding echoes Zaid, Jaaron, and Bon's (2018) empirical evidence that GHRM practices particularly environmental performance appraisals and green organizational culture directly drive improvements in ecological metrics. For the South-South manufacturing sector, where environmental compliance is critical, effective GHRM ensures that employees not only understand regulatory requirements but also internalize sustainability as part of their daily work habits, thereby enhancing the firms' overall environmental footprint.

Conclusion

The findings of this study establish a positive relationship between green human resource involvement and organizational sustainability. This underscores the critical role of green involvement as a strategic imperative for enhancing the sustainability outcomes of manufacturing firms in South-South Nigeria. By integrating eco-conscious HR practices, firms can strengthen their economic, social, and environmental performance.

Recommendation

It is recommended that the management of manufacturing firms in South-South Nigeria adopt and institutionalize leadership frameworks that are inclusive and participative. Such frameworks should foster greater employee contributions and active involvement in green initiatives, thereby reinforcing organizational sustainability and long-term competitiveness.

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