

**GREEN HUMAN RESOURCE MANAGEMENT AND
EMPLOYEES'SUSTAINABLE PERFORMANCE:
A STUDY OF DANGOTE CEMENT PLC.**

By

ODUNMORAYO, Toyosi Dorcas

(Matric No: 18PAC01799)

August, 2020

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**BEING A MASTER'S DISSERTATION SUBMITTED TO THE DEPARTMENT OF
BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTERS OF BUSINESS ADMINISTRATION (MBA, INDUSTRIAL
RELATIONS AND HUMAN RESOURCES MANAGEMENT), COLLEGE OF
MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY, OTA, OGUN
STATE, NIGERIA.**

August, 2020

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfillment of the requirements for the award of degree of Master in Industrial Relation and Human Resources Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

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DECLARATION

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I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

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Signature and Date

CERTIFICATION

We certify that this dissertation titled **“GREEN HUMAN RESOURCE MANAGEMENT AND EMPLOYEES’ SUSTAINABLE PERFORMANCE”** is an original work carried out by **ODUNMORAYO, TOYOSI DORCAS (18PAC01799)**, in the Department of Business Management, College of Management and social sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of **Dr. Omotayo. A. Adegbuyi**. We have examined and found this research work acceptable as part of the requirements for the award of Master in Industrial Relations and Human Resource Management.

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DEDICATION

This research work is dedicated to God, the giver of wisdom and knowledge, who provided supernaturally all through this program; to my parents, Pastor and Pastor (Mrs) Odunmorayo, my siblings, my big dad and mum Dr, and pastor (Mrs) James Akanbi for their sincere love, prayers and unwavering support.

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TABLE OF CONTENTS

TITLEPAGE.....	i
ACCEPTANCE	1
DECLARATION	2
CERTIFICATION	3
DEDICATION	4
ACKNOWLEDGEMENTS	5
TABLE OF CONTENTS.....	6
LIST OF TABLES	9
LISTOFFIGURES.....	xii
ABBREVIATIONS	xii
ABSTRACT.....	xiii
CHAPTER ONE: INTRODUCTION.....	i
1.1 Background to the study.....	15
1.2 Statement of the Research Problem	17
1.3 Objectives of the Study	19
1.4 Research Questions:	19
1.5 Research Hypotheses.....	19
1.6 Significance of the Study	20
1.7 Scope of the Study.....	21
1.8 Operationalization of Research Variables.....	22
1.9 Schematic Model.....	23
1.10 Limitation of the Study	23
1.11 Definition of Terms.....	24
CHAPTER TWO: LITERATURE REVIEW	27
2.1 CONCEPTUAL FRAMEWORK:	27
2.1.1 Electronic Human Resource Management (EHRM):	28
2.1.2 Concept of Green Human Resource Management:	29
2.1.3 Green Recruitment Practices:	39
2.1.4 Green Training and Development Practices	42

2.1.5	Green Reward system	44
2.1.6	Green performance management	46
2.1.7	Concept of Sustainable performance:	48
2.1.8	Task significance:	49
2.1.9	Idea Exploration:.....	51
2.1.10	Transactional Satisfaction.....	52
2.1.11	Employee Shared Value.....	53
2.2	THEORETICAL FRAMEWORK	54
2.2.1	Social Identity Theory.....	54
2.2.2	Resource Based Theory (RBV)	56
2.2.3	Ability, Motivation Opportunities (AMO) Theory:.....	57
2.3	EMPIRICAL REVIEW	58
CHAPTER THREE: METHODOLOGY		63
3.1	Preamble.....	63
3.2	Research Methods	63
3.3	Research Design.....	64
3.4	Population of the Study	65
3.5	Sample Size Determination.....	65
3.6	Sample Frame.....	66
3.7	Sampling Procedure and Technique:.....	67
3.8	Methods of Data Collection:	67
3.9	Reliability of Research Instrument.....	68
3.10	Method of Data Analysis and Presentation	70
3.11	Ethical Consideration:	70
CHAPTER FOUR: RESULTS		71
4.1	Preamble.....	71
4.2	Presentation of Data	71
4.3	Demographic Profile of Respondents	71
4.4	Descriptive Analysis of Data on Significant Variables.....	74
4.4.1	Test of the Hypotheses.....	89
CHAPTER FIVE: DISCUSSION.....		100

5.1	Preamble.....	100
5.2	Summary of the Findings	100
5.2.1	Theoretical findings	100
5.2.2	Empirical findings.....	102
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS.....		106
6.1	Summary	106
6.2	Conclusion.....	107
6.2.1	Contributions to knowledge.....	108
6.3	Suggestions for Further Research	108
6.4	Recommendations	109
REFERENCES.....		Error! Bookmark not defined.
APPENDICE.....		Error! Bookmark not defined.

LIST OF TABLES

Table	Title of Table	Page
3.1:	Sample frame work for the research study	67
3.2:	Reliability green rec	68
3.3:	Reliability green reward.....	69
3.4:	Green Training and Development.....	69
3.5	Scale: Reliability Green PM	69
4.1:	Age.....	72
4.2:	Gender.....	72
4.3:	Marital Status	73
4.4:	Highest Educational Qualification.....	73
4.5:	Level in the Organization.....	74
4.6:	The HR manager in Dangote Plc aid an eco-friendly exercise in the conduct of it recruitment process.....	74
4.7:	Recruitment and Selection is made by job significance.	75
4.8:	Dangote Plc considers corporate eco-friendly factors when planning recruitment exercise.	76
4.9:	The organization implements strategies to forecast their eco-friendly related activities for determining its recruitment processes.....	77
4.10:	The organization forces its green culture on candidates at recruitment and selection stage	77
4.11:	Employees in the organization are motivated to work.....	78
4.12:	There’s a green reward system in place for work well done	79
4.13:	Efficiency and effectiveness is encouraged in the organization	80

4.14: The green reward system has an effect on the productivity level of employees	80
4.15: The reward given to workers for greening is of substantial value (financial and non-financial)	81
4.16: Dangote Plc has continuously improved its training and development programs on greening practices.	82
4.17: Brainstorming and ideas are encouraged in the organization.	83
4.18: The managers also undergo training on how to implement green culture in the organization when necessary	83
4.19: Dangote Plc identifies and analyses its staffs need in other to develop the required skills and knowledge	84
4.20: Green Training and development increases productivity of employees in the organization.....	85
4.21: The organization uses social performance to measure effectiveness and efficiency.....	85
4.22: Employees find fulfilment and motivation from eco-friendly activities	86
4.23: The organization has maintained social relationship with their environment and community.....	87
4.24: The organization makes generous contribution to their employee's performance	87
4.25: The green method of appraisal is effective in motivating employees commitment.	88
4.26: Model Summary ^a of green recruitment and selection and job significant.	89

4.27: ANOVA ^a of green recruitment and selection and job significance	90
4.28: Coefficients ^a of green recruitment and selection and job significance	91
4.29: Model Summary b.....	91
4.30: ANOVAof green reward system and employee shared value	92
4.31: Coefficients ^a of green reward system and employee shared value	93
4.32: Model Summary ^b of green training and development and idea exploration.....	94
4.33: ANOVA ^a of green training and development and idea exploration.....	95
4.34: Coefficientsof green training and development and idea exploration.	95
4.35: Model Summary ^a of green performance management and transactional satisfaction	96
4.36: ANOVA ^a of performance management and transactional satisfaction.....	97
4.37: Coefficients ^a of performance management and transactional satisfaction.....	98
4.38: Summary of Hypothesis Results	99

LIST OF FIGURES

Figure	Title of Figure	Page
2.1:	Conceptual framework of GHRM on employee sustainable performance and outcome.....	28
2.2:	Processes of Greening an organization.....	35
2.3:	Green Recruitment Process.....	41
2.4:	Task significance.....	51

ABBREVIATIONS

AMO – ABILITY MOTIVATION OPPORTUNITIES

CSR – CORPORATE SOCIAL RESPONSIBILITY

E-HRM – ELECTRONIC HUMAN RESOURCE MANAGEMENT

ESV – EMPLOYEE SHARED VALUE

EM – ENVIRONMENTAL MANAGEMENT

GDP – GROSS DOMESTIC PRODUCT

GHRM – GREEN HUMAN RESOURCE MANAGEMENT

HR – HUMAN RESOURCE

HRM - HUMAN RESOURCE MANAGER

OCB – ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

RBS – RESOURCE BASED THEORY

SIT – SOCIAL IDENTITY THEORY

WCED –WORLD COMMISSION ON ENVIRONMENT & DEVELOPMENT

ABSTRACT

The goal of this study is to define and explore the organizations' Green human resource management practices and how it relates to employees' sustainable performance while reviewing established literature. In the Nigerian manufacturing industry there are many cases of environmental contamination which has led to serious health conditions, residency disputes, employees' disengagement, less commitment and dissatisfaction, within the organization which would reflect on the organization brand and image. The rationale of this research is to examine green human resource management (GHRM) and employees' sustainable performance with special reference to Dangote cement Plc employees. Three theories were adopted for this study; Social Identity Theory, Resource Based Theory and AMO (Ability Motivation Opportunities) Theory. Four (4) sub-variables was used to measure the predictive outcome of Green Human Resources Management on employees' sustainable performance in the Nigerian manufacturing industry. The methodology adopted was quantitative research which was used to collect primary data through an online goggle form (due to the Covid-19 pandemic lockdown) from 200 employees of Dangote Nigeria Plc from four different departments of the organization in Lagos State, Nigeria.. The result of this study using multiple regression analysis showed that every organization's primary goal is to maximize its profit, but also the input and processes are required for a maximum output. If the input is inadequate, there is every possibility that the output is affected. Thus, an organization with a solid foundation on its process, from its day-today business operations to sustainable ecologically harmless HRM practices can be said to be viable to realize its intended goals, such as overall business performance and profit maximization/optimization. The success of this objective does not only refer to the company, but also allows employees to improve their green orientation and initiatives.

Keywords: Green Human Resource Management, employees' sustainable performance, transactional satisfaction, Employer- Employee shared value, job significance, idea exploration.