GREEN HUMAN RESOURCES MANAGEMENT PRACTICES & ORGANISATIONAL SUSTAINABILITY OF PRIVATE HIGHER INSTITUTIONS IN ABEOKUTA, OGUN STATE

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Abstract

In this study we looked at the relationship between green human resources management practices and organisational sustainability of private higher institutions in Abeokuta, Ogun State. Survey research design was used and the study population was 799 staff (383 and 416 staff) of two private higher institutions in Abeokuta, Ogun State and using Krejcie and Morgan sampling size determination table, 260 was the sample size. The statistical tool used for testing the six hypotheses was Pearson Product Moment Correlation. The findings uncovered to us that there is relationship amongst the green human resources management practices dimensions and organisational sustainability measures used in this study among private higher institutions in Abeokuta, Ogun State. Therefore, it was recommended that private higher institutions should strengthen their exertions towards encouraging green recruitment/selection, green training/development and green performance management in their organisation to achieve organisational sustainability, especially, those that are yet to implement green human resources management practices should do so in full force.

Introduction

Rain, sun and even, the wind does not occur as of the old, and also, strange diseases that were not known as of the old days around the world are now very rampant, now. After much investigation, it was concluded that we had issue with the ozone layer depletion and that the remedy to this is to go 'green'. As a result of this green revolution, several Summits and declarations came up like the 1992 Earth Summit by the UNCED – the United Nations Commission on Environment and Development and also the 200 Declaration in Johannesburg (Mashala, 2018).

The target of the Summits and Declarations around the globe is to develop policies and programs to have a sustainable development agenda and essentially, the sustainability which commences from or with the environmental activities to preserve our surroundings and vicinities. Gradually, the sustainability issue is being drag into the economic policies. But with environmental and economic

sustainability, there is much need for human aspect management to be green as well for effective co-ordination. This cumulated into having a model referred to as people management green model Mashala (2018). This simply referred to making the traditional human resources management practices to be green in understanding and eventually, practices Mashala (2018).

The bottom-line of green human resources management practices is to have the main human resources practices that are "environmentally-friendly" policies and practices for the attainment of the primary objective(s) of the department and the overall objective(s) of the organisation. It was asserted in de Souza Freitas, Jabbour, Mangili, Filho and deOliveira (2012) as quoted in Mashala (2018) that green human resources management remain a new concept in several nations of the world, essentially, in public firms Mashala (2018). Though, the phenomenon is not expected to be all that new to academic environment and/or organisation as we have had some of the academic institutions publicly declaring to go green in all their activities including human resources management. Based on this premise, this study, therefore, looked at how far the private higher institutions in Abeokuta, Ogun State, Nigeria had been able to use green human resources management practices using recruitment/selection, training/development and performance management as dimensions to achieve organisational sustainability using environmental and economic sustainability as measures.

Aim and Objectives

The sole aim of this study is to confirm the relationship between green human resources management practices and organisational sustainability of private higher institutions in Abeokuta, Ogun State. The specific objectives are to:

01. Determine the relationship between green recruitment/selection and environmental sustainability of private higher institutions in Abeokuta, Ogun State.
02. Ascertain the relationship between green recruitment/selection and economic sustainability of private higher institutions in Abeokuta, Ogun State.
03. Examine the relationship between green training/development and environmental sustainability of private higher institutions in Abeokuta, Ogun State.
04. Evaluate the relationship between green training/development and economic sustainability of private higher institutions in Abeokuta, Ogun State.
05. Find out the relationship between green performance management and environmental sustainability of private higher institutions in Abeokuta, Ogun State.
06. Determine the relationship between green performance management and economic sustainability of private higher institutions in Abeokuta, Ogun State.

Research Questions

1. What is the relationship between green recruitment/selection and environmental sustainability of private higher institutions in Abeokuta, Ogun State?
2. What is the relationship between green recruitment/selection and economic sustainability of private higher institutions in Abeokuta, Ogun State?
3. What is the relationship between green training/development and environmental sustainability of private higher institutions in Abeokuta, Ogun State?
4. What is the relationship between green training/development and economic sustainability of private higher institutions in Abeokuta, Ogun State?
5. What is the relationship between green performance management and environmental sustainability of private higher institutions in Abeokuta, Ogun State?
6. What is the relationship between green performance management and economic sustainability of private higher institutions in Abeokuta, Ogun State?

Research Hypotheses

H$_O$1:   There is no relationship between green recruitment/selection and environmental sustainability of private higher institutions in Abeokuta, Ogun State.

H$_O$2:   There is no relationship between green recruitment/selection and economic sustainability of private higher institutions in Abeokuta, Ogun State.

H$_O$3:   There is no relationship between green training/development and environmental sustainability of private higher institutions in Abeokuta, Ogun State.

H$_O$4:   There is no relationship between green training/development and economic sustainability of private higher institutions in Abeokuta, Ogun State.

H$_O$5:   There is no relationship between green performance management and environmental sustainability of private higher institutions in Abeokuta, Ogun State.

H$_O$6:   There is no relationship between green performance management and economic sustainability of private higher institutions in Abeokuta, Ogun State.

Literature Review

Operational Framework
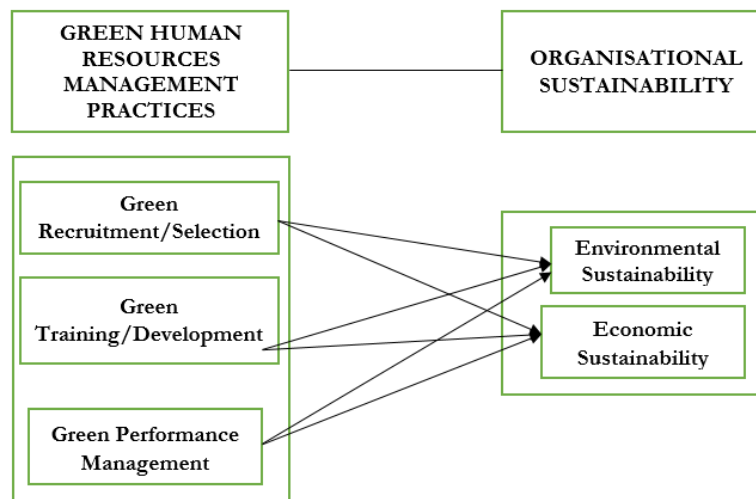
Fig. 1: Conceptual/Operational Framework Showing Relationship between Green Human Resources Management Practices and Organizational Sustainability

Source: **Dimensions – Mashala (2018); Khan & Zubair (2019)**
Measures- Olorunmola, Hettey & Sule (2019)

GREEN HUMAN RESOURCES MANAGEMENT PRACTICES

Green human resources management practices (GHRMP) are those human resources management activities that are to assist the organisation to reduce resources wastage, reduce cost and overall improvement of the performance of the employees. Green human resources management practices are geared towards achieving reduction in carbon footprints of employees in the organisation. In Mashala (2018), Margaretha and Saragih (2013) and, Mehta and Chugan (2015) described green human resources management as all the human resources management practices that are environmentally-friendly practices and policies that focuses on making the green organisation. Sharma and Gupta (2015) as quoted in Khan and Zubair (2018) said that green human resources management practices must be green with the view of maintaining non-violent act, peace movement and environmental sustainability.

Green human resources management practices was said to include the traditional functions of human resources management like recruitment and selection, training and development,

performance management, etc. Jackson, et al. (2011) as quoted in Mashala (2018) reiterated that green human resources management practices is the aligning of human resources management functions like recruitment/selection, training/development, performance management, rewards/compensation management and others, for overall management of organisational green objectives and mission.

Therefore, recruitment/selection, training/development and performance management will be the dimensions of green human resources management practices.

Green Recruitment/Selection

There is what Renwick et al. (2013:2 as quoted in Ahmed (2015) referred to as "talent war" which can otherwise be referred to as talent hunt. This is the best way to describe recruitment exercise in the organisation because recruitment exercise is the process of attracting intending workers to the organisation as employee. Today, it has been confirmed that some organisation like Mannesmann, BASF, Siemens and Bayer make use of environmental activities as well as green image in attracting high-profile workers to the organisation Ahmad (2015). This is, therefore, exposing the difference between recruitment and green recruitment which lies on the fact that in green recruitment, the organisation appear 'green' and also, trying to attract for possible employment of those applicants that are knowledgeable in the 'green' and perhaps, 'green' oriented.

Again, there is difference between recruitment and selection even though, the two functions goes hand-in-hand. Selection is the process of 'weeding' the unqualified applicants out of the employment exercise. At this stage, applicants are evaluated based on the criteria set for the job. But for green selection, questions relating to the job environmental issues will be the top questions in evaluating and interviewing the applicants Revill (2000); North (1997); Wehrmeyer (1996) and Crosbie and Knight (1995) as quoted in Hussain (2018). It was opined further in Hussain (2018) that in selecting environmental friendly candidates, the best is by asking environmental-related questions that have to do with the job specific duties. This is because the sustainability concept is slowly being embraced with the use of green recruitment and selection practices by the corporate world Kuria and Mose (2019). Also, Mashala (2018) said that firms are bound to understand and design the green methods of attracting as well as hiring staff that are talented in order to ensure workplace environmental sustainability.

Green Training/Development

After recruiting and selecting of the best among the applicants, the organisation need to look after them to enable them give of their best to the organisation (Cumming, 1975 as cited in Sule, 2013). Training and development is one of the ways of looking after employee after having them in an organization Sule (2013). Therefore, training and development is one of the practices of human resources management that assist employees to acquire the required skills, knowledge and possibly, capacities needed to carry out their duties out properly and perhaps, to prepare them for transfer and/or promotion which require more skills and knowledge in more challenging job (Sule, 2013). Training commences according to Sule (2013) with induction of the new employees, that is, getting the new staff acquainted with the organisation in its entirety like the corporate culture, welfare packages, rules regulations, etc. in form of "introductory courses and on-the-job instruction for new employees" Sule (2013).

Though, development and education are usually discussed together but Amah (2006) referred to development as "the teaching of managers and professional employees broad skills necessary for their current and future job" and also, referred to education as "the long term learning activity aimed at preparing people for various roles in the society, e.g. good citizens, family and group members, and workers." Still from the definition, one can conclude that the two are interwoven as such this study looks at development and education together.

Again, for green training and development, green human resources management practitioners must ensure that the training and development are green oriented that is, it is tends towards achieving economic and environmental sustainability. This is done according to Zoogah (2011) as quoted in

Ahmad (2015) by educating employees on environment management value, methods of working to conserve energy, waste reduction, diffuse within the organisation environmental awareness and creation of opportunity for engaging employees in the habit of solving environmental predicaments. With waste reduction and energy conservation, the employees will be able to give economic sustainability to the organisation; and with environmental awareness diffusion and opportunity to solving environmental problems, the employees will be able to grow the environmental sustainability. It was also asserted by Mashala (2018) that with robust policies and systems development added to the training program of all organisational levels environmental sustainability achievement can be achieved. Therefore, Hosain and Rahman (2016) as quoted in Mashala (2018) opined that "training and development programs should involve seminars and workshops to enable employees acquire knowledge and skills on environmental management…". Again, Bhutto (2016) as quoted in Kuria and Mose (2019) asserted that without training and development which is one of the green human resources practices achieving ecological (environmental) sustainability might be very difficult.

Green Performance Management

Green performance management evaluation of the skills and knowledge of employee in line with green view. This provide feedback to both the organisation and the employees on the mastery of professional skills which is done through performance appraisals. Ahmad (2015) said that "green performance management consists of issues related to environmental concerns and policies of the company." Mashala (2018) went further to emphasize the assertion by saying that "setting corporate environmental performance management standards, green audits and information systems is imperative for environmental sustainability."

The best strategy to achieve engagement is for the managers to freely allow the subordinates to come out with personal ideas concerning green management when they are having meeting to appraise their performance. Green goals, green job description as well as green task must be linked with the evaluation of performance in order to achieve environmental sustainability Renwick, et al. (2013) and Mandip (2012) as quoted in Mashala (2018).

It was asserted by Bref-Manuli (2017) quoted in Kuria and Mose (2019) that organisational economic sustainability and effectiveness are usually being predicted positively by green performance management via appraisal especially, in private sector than in the public sector. They went further to reiterate that more attention must be on the manner of conducting the employee performance evaluation and appraisal systems by ensuring that its designing and managing should be to improve the organisation overall effectiveness and/or economic sustainability of the organisation.

ORGANISATIONAL SUSTAINABILITY

Sustainability issue became prominent as a result of Brundtland Commission report of 1987 and was widely accepted as "…vital administration and basic leadership…" tool essentially in the assembling sectors Olorunmola, Hettey and Sule (2019). Wales (2013) quoting Colbert and Kurucz (2007) described organisational sustainability as the ability of the organisation to keep its business going and also, Boudreau and Ramstad (2005) said it is the achievement of success in the organisation today and refusing to compromise its future needs. Therefore, Chartered Institute of Personnel and Development (CPID) in 2012 and Colbert and Kurucz (2007) said the importance of organisational sustainability is focusing on social, environmental and economic sphere of performance simultaneously.

Organisational sustainability can then be said to have being guiding managers in their decision making process in order to create competitive advantage over their competitors da Silva Batista and de Francisco (2018). Organisational sustainability practices differ from organisation to organisation based on their size, their business maturity level, organisational structure and their strategic planning da Silva Batista and de Francisco (2018).

Environmental Sustainability

Environmental sustainability can be described as a way of ensuring that our physical and natural plus the business environment are kept safe today and the future is not jeopardized. Morelli (2011) said it is natural capital maintenance that is connected to economic and social sustainability. Goodland (1995) as quoted in Basiago (1999) said further that whatever that will be waste emissions should be controlled such that it will not be beyond what the environment can assimilate without impairment. It, therefore, meant that human resources management practices must be green oriented in order to be able to control the waste emissions to the level the environment will be able to assimilate the emissions without impairment.

Again, the practices for environmental sustainability include anti-corruption fight, management of risk, employee satisfaction, focus on sustainability, customer satisfaction and supplier management deSilva Batista and deFrancisco (2018). The effect of climate change as a result of variability in the natural climate and/or caused by human activities which according to Reddy and Thomson (2015) lead to oceans and atmosphere warming, rise in sea level, ice levels diminishing, greenhouse gases concentration increases and oceans acidification increase. With all these adverse effects, there is need for green human resources management practices.

Economic Sustainability

According to Basiago (1999) that economic sustainability originated from Hicks, author of the work named *Value and Capital* in1939. Also, Bqwiqgo (1999) submitted that economic sustainability as the production system that is satisfying the levels of consumption presently and the future needs are not compromised. Kahn (1995) in Basiago (1999) listed growth, development, productivity and trickle down as the criteria for economic sustainability.

It was asserted by Moneva and Ortas (2010) quoted in daSilva Batista and deFrancisco (2018) that organisations that have competent workforce to carry out sustainability strategy will be "… able to improve their financial situation and meet the demands of their stakeholders, …" They went further to assert that human resource is one of the practices that energize economic performance of organisations. Reddy and Thomson (2015) said that economic sustainability will be a mirage where the use of natural resources exceeded its limits and the phenomena that drive past growth is depended on non-stop.

METHODOLOGY

In this study, survey research design was adopted. All the staff of the two private universities in Abeokuta, Ogun State formed the target population which is 799, that is 383 Crescent University and 416 Chrisland University of both non-academic and academic staff which formed the actual population. We, therefore, made use of Krejice and Morgan (1970) sample size determination table to determine the sample size which was 260. Extra 20 copies of questionnaire were added to the 260 sample size to cater for any mutilated or incomplete questionnaire returned from those administered on the staff of the universities, at the end of the whole exercise we had 260 copies needed for the sample and analyses. Again, we adopted probability simple random sampling for the administration of the questionnaire within both academic non-academic staff of the universities. Pearson Product Moment Correlation Coefficient (PPMC) was the statistical tool used for the analyses of the hypotheses.

HYPOTHESES TESTING

Decision Rule: Reject null hypotheses where $p < 0.05$ level of significant and the null hypotheses should be accepted where $p > 0.05$. We, thereby, tested all hypotheses in the null form.

Testing of Hypothesis One (H_O1)

H_O1:   There is no relationship between green recruitment/selection and environmental sustainability of private higher institutions in Abeokuta, Ogun State.

Table 1 Relationship between Green Recruitment/Selection and Environmental Sustainability

		Green Recruitment/Selection	Environmental Sustainability
Green Recruitment/Selection	Pearson Correlation(r)	1	.773**
	Sig. (2-tailed)		.000
	N	260	260
Environmental Sustainability	Pearson Correlation(r)	.773**	1
	Sig. (2-tailed)	.000	
	N	260	260

**. Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.60   **Source: SPSS Output, (2020)**

Table 1 – Green Recruitment/Selection and Environmental Sustainability: The end result of the data analysis indicates medium relationship. The r = 0.773, is a positive medium correlation between the variables was shown. The finding disclosed medium relationship amongst the variables. Henceforth, the null hypothesis will be rejected while the alternate hypothesis will be accepted.

Testing of Hypothesis Two (H_O2)

H_O2:   There is no relationship between recruitment/selection and economic sustainability of private higher institutions in Abeokuta, Ogun State.

Table 2 Relationship between Green Recruitment/Selection and Economic Sustainability

		Green Recruitment/Selection	Economic Sustainability
Green Recruitment/Selection	Pearson Correlation(r)	1	.871**
	Sig. (2-tailed)		.000
	N	260	260
Economic Sustainability	Pearson Correlation(r)	.871**	1
	Sig. (2-tailed)	.000	
	N	260	260

**. Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.79   **Source: SPSS Output, (2020)**

Table 2 – Green Recruitment/Selection and Economic Sustainability: The outcome of the data analysis discloses high relationship. The r = 0.871, showed a positive high correlation amongst the variables. The finding expose high relationship between the variables. Therefore, the null hypothesis will thereby be rejected and we accept the alternate hypothesis.

Testing of Hypothesis Three (H₀3)

H₀3: There is no relationship between green training/development and environmental sustainability of private higher institutions in Abeokuta, Ogun State.

Table 3 Relationship between Green Training/Development and Environmental Sustainability

		Green Training/Development	Environmental Sustainability
Green Training/Development	Pearson Correlation(r)	1	.691**
	Sig. (2-tailed)		.000
	N	260	260
Environmental Sustainability	Pearson Correlation(r)	.691**	1
	Sig. (2-tailed)	.000	
	N	260	260

**. Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.48   **Source: SPSS Output, (2020)**

Table 3 – Green training/development and environmental sustainability: The result of the data analysis indicates medium relationship. The r = 0.691, presented a positive medium correlation amongst the variables. The finding show medium relationship between the variables. We, thereby, reject the null hypothesis and accept the alternate hypothesis.

Testing of Hypothesis Four (H₀4)

H₀4: There is no relationship between green training/development and economic sustainability of private higher institutions in Abeokuta, Ogun State.

Table 4 Relationship between Green Training/Development and Economic Sustainability

		Green Training/Development	Economic Sustainability
Green Training/Development	Pearson Correlation(r)	1	.737**
	Sig. (2-tailed)		.000
	N	260	260
Economic Sustainability	Pearson Correlation(r)	.737**	1
	Sig. (2-tailed)	.000	
	N	260	260

**. Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.54   **Source: SPSS Output, (2020)**

Table 4 –Green training/development and economic sustainability: The outcome of the data analysis shows medium relationship. The r = 0.737, exposes a positive medium correlation amongst the variables. The finding show medium relationship between the variables. Therefore, we reject the null hypothesis and accept the alternate hypothesis.

Testing of Hypothesis Five (H$_O$5)

H$_O$5: There is no relationship between green performance management and environmental sustainability of private higher institutions in Abeokuta, Ogun State.

Table 5 Relationship between Green Performance Management & Environmental Sustainability

		Green Performance Management	Environmental Sustainability
Green Performance Management	Pearson Correlation(r)	1	.679**
	Sig. (2-tailed)		.000
	N	260	260
Environmental Sustainability	Pearson Correlation(r)	.679**	1
	Sig. (2-tailed)	.000	
	N	260	260

**. Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.46   **Source: SPSS Output, (2020)**

Table 5 – Green performance management and environmental sustainability: The result of the data analysis reveals medium relationship. The r = 0.679, revealing a positive medium correlation between the variables. The finding expose medium relationship amongst the variables. Hence, we accept the null hypothesis and accept the alternate hypothesis.

Testing of Hypothesis Six (H$_O$6)

H$_O$6: There is no relationship between green performance management and economic sustainability of private higher institutions in Abeokuta, Ogun State.

Table 6 Relationship between Green Performance Management & Economic Sustainability

		Green Performance Management	Economic Sustainability
Green Performance Management	Pearson Correlation(r)	1	.863**
	Sig. (2-tailed)		.000
	N	260	260
Economic Sustainability	Pearson Correlation(r)	.863**	1
	Sig. (2-tailed)	.000	
	N	260	260

**. Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.75   **Source: SPSS Output, (2020)**

Table 6 – Green Performance management and economic sustainability: The result of the data analysis shows high relationship. The r = 0.863, presenting a positive high correlation amongst the variables. The finding disclose high relationship between the variables. Thereby, we reject the null hypothesis and accept the alternate hypothesis

FINDINGS

Green Recruitment/Selection and Environmental Sustainability

The scrutiny of green recruitment/selection and environmental sustainability (Hypothesis One) indicates high relationship with r^2 = (60%), which shows that for a portion of green recruitment/selection, there must be 60 percent increase in the level of environmental sustainability of private higher institutions. This denotes high relationship amongst green recruitment/selection and environmental sustainability of the private higher institutions. This indicates that green recruitment/selection will boost environmental sustainability by 60 percent. This finding is in agreement with that of Kuria and Mose (2019) that opined that the sustainability concept is slowly being embraced with the use of green recruitment and selection practices by the corporate world. Also, Mashala (2018) said that firms are bound to understand and design the green methods of attracting as well as hiring staff that are talented in order to ensure workplace environmental sustainability.

Green Recruitment/Selection and Economic Sustainability

The outcome of green recruitment/selection and economic sustainability of private higher institutions (Hypothesis Two) analysis revealed a noteworthy high relationship amongst green recruitment/selection and economic sustainability. Given that r^2 is 79% is an evidence to show. The analysis exposed that 79% total disparity in green recruitment/selection accounted for economic sustainability of private higher institutions. This imply that for every single upsurge in the green recruitment/selection level, there must be a corresponding 79% increase in the economic sustainability level of private higher institutions in Ogun State. This, therefore, shows that there is high relationship amongst green recruitment/selection and economic sustainability of private higher institutions. This findings agree with that of Moneva and Ortas (2010) quoted in daSilva Batista and deFrancisco (2018) that organisations that have competent workforce to carry out sustainability strategy will be "… able to improve their financial situation and meet the demands of their stakeholders, …" They went further to assert that human resource is one of the practices that energize economic performance of organisations.

Green Training/Development and Environmental Sustainability

Green training/development and environmental sustainability (Hypothesis Three) analysis result shows a positive medium significant relationship amongst the variables. This indicates medium correlation amongst the variables. Conversely, the determined coefficient (r^2) indicates 48%. This, therefore, implies that green training/development accounted for 48% of environmental sustainability of private higher institutions. This findings correspond with that of Mashala (2018) that with robust policies and systems development added to the training programme of all organisational levels environmental sustainability achievement can be achieved. Therefore, Hosain and Rahman (2016) as quoted in Mashala (2018) opined that "training and development programs should involve seminars and workshops to enable employees acquire knowledge and skills on environmental management…". Again, Bhutto (2016) as quoted in Kuria and Mose (2019) asserted that without training and development which is one of the green human resources practices achieving ecological (environmental) sustainability might be very difficult.

Green Training/Development and Economic Sustainability

The correlation result between green training/development and economic sustainability analysis (Hypothesis Four), shows evidence of high positive relationship amongst the variables. With r^2 equal 54% shows high relationship amongst green training/development and economic sustainability. The

implication is that a positive high correlation occur between the variables. Green training/ development accounted for 54% economic sustainability of private higher institutions. In tandem with the finding is Ahmad (2015) that said that by educating employees on environment management value, methods of working to conserve energy, waste reduction, diffuse within the organisation environmental awareness and creation of opportunity for engaging employees in the habit of solving environmental predicaments. With waste reduction and energy conservation, the employees will be able to give economic sustainability to the organisation; and …

Green Performance Management and Environmental Sustainability

The green performance management and environmental sustainability analysis result (Hypothesis Five) revealed 46 percent positive relationship between green performance management and environmental sustainability of private higher institutions. The outcome indicated that 46% increase in the environmental sustainability level of private higher institutions was attributed to green performance sustainability. The bivariate analysis of relationship amongst green performance management and environmental sustainability reveal positive medium relationship. The findings support with the words of Ahmad (2015) said that "green performance management consists of issues related to environmental concerns and policies of the company." Also, Mashala (2018) went further to emphasize the assertion by saying that "setting corporate environmental performance management standards, green audits and information systems is imperative for environmental sustainability." Renwick, et al. (2013) and Mandip (2012) as quoted in Mashala (2018) said that green goals, green job description as well as green task must be linked with the evaluation of performance in order to achieve environmental sustainability.

Green Performance Management and Economic Sustainability

The green performance management and economic sustainability of private higher institutions analysis (Hypothesis Six) reveals high positive relationship amongst green performance management and economic sustainability. Nonetheless, there was high correlation. With determined coefficient that show $r^2 = 75\%$. This analysis is pointing at the fact that green performance management accounted for extra 75% upsurge in the economic sustainability of private higher institutions. The assertion of Bref-Manuli (2017) quoted in Kuria and Mose (2019) is in agreement with findings with the submission said that organisational economic sustainability and effectiveness are usually being predicted positively by green performance management via appraisal especially, in private sector than in the public sector. They went further to reiterate that more attention must be on the manner of conducting the employee performance evaluation and appraisal systems by ensuring that its designing and managing should be to improve the organisation overall effectiveness and/or economic sustainability of the organisation.

Conclusion

As all the null hypotheses were rejected, we concluded that there is relationship between green human resources management practices dimensions (green recruitment/selection, green training/development and green performance) and organisational sustainability measures (environmental and economic sustainability) of private higher institutions in Abeokuta, Ogun State.

Recommendations

From the study findings, the following recommendations are made:

1. That private higher institutions should strengthen their exertions towards encouraging green recruitment/selection, green training/development and green performance management in their organisation to achieve organisational sustainability
2. That those private higher institutions that are yet to implement green human resources management practices should do so in full force.

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