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Green Recruitment and Performance of Food and Beverage Manufacturing Industries in South-East, Nigeria

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ABSTRACT: This study investigated green recruitment and performance of food and beverage manufacturing industries in South-East, Nigeria. Specifically the study examined the relationship between green selection and organizational performance; green job description and organizational performance and green job orientation and organizational performance of food and beverage manufacturing industries in South-east, Nigeria. Relevant conceptual, theoretical and empirical literature were reviewed. The study was anchored on Dynamic Capabilities Theory. Descriptive survey research design was adopted. The study was carried out in South-East, Nigeria. The population of the study comprised 2090 employees of food and beverage manufacturing industries in South-east, Nigeria. The statistical formula devised by Borg and Gall was employed to determine the sample size of 408. The instrument used for the study was questionnaire. Face and content validity was adopted while, test re-test and Cronbach Alpha method were carried out to achieve reliability of the instrument. Simple percentage analysis was employed to answer the research questions. Pearson product-moment correlation analysis was used in testing hypotheses. The result revealed that all three independent variables have a significant relationship with organizational performance of food and beverage manufacturing industries in South-east, Nigeria. The study concluded that green recruitment had a significant positive relationship with organizational performance of food and beverage manufacturing industries in South-East, Nigeria. The study recommended among others, that management of Food and beverage manufacturing industries should consider green job description as a means for employee performance to ensure organizational performance. More so, management of food and beverage manufacturing industries should implement green job orientation for effective sustainability practices that will ensure the ability of future generations of employee to update their self about the present and future of the organization.

Keywords: Green selection, green job description, green job orientation, organizational performance

INTRODUCTION

Organizational performance as a multi-dimensional construct whose measurement varies depending on several factors. It is an important aspect for every organization whether it is a profit-making or a non-profit-making entity. It is the extent to which an organization as a social

system with the resources and means at its disposal fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members (Gabriel Onuche 2021). Ndahiro, Shukla, and Oduor (2025) noted that organizational performance is positively impacted by the presence on green recruitment that tends to create a significant contribution to organizational performance and in turn, becomes a great advance for further enhancing innovativeness, In the light of the above, many organisations have started adopting this measure right from the point of green recruitment in a bid to achieve the universal sustainability mandate towards creating a safe terrain (Kusi-Sarpong, Sarkis & Wang, 2016; Kusi-Sarpong & Sarkis, 2019; Chukwujekwu & Ezeabasili, 2019). Green recruitment has been considered as the most principal component of green human resource management Ahmad, (2021); and this is because applicants awareness of the green revolution is the cardinal aspect of green recruitment and it has to do with the personality factors and just as the profile of a fresh job applicant who is ready to come into the job market is changing; asides being young, vibrant, enthusiastic, eager to grab opportunities, confident and friendly, they also possess high sense of awareness towards green recruitment.

Ahmand (2021) views green recruitment as an important component in green human resources development practices It is defined as the procedure of hiring people showing behaviour, knowledge and skills of environment management systems in organisations (Obaid & Alias, 2021). According to Tang, Chen, Jiang, Paille & Jia (2018), applicants' green awareness is a fundamental component of green recruitment; it comprises personality factors such as green consciousness, conscientiousness and the agreeableness of candidates. Kaur (2023) claims that the job requirements for fresh graduates, ready to enter the job market, change all the time. In addition to requirements such as confidence, friendliness, enthusiasm, qualifications, skills, and work experience, applicants are now required they have a high sense of awareness of the most serious and current political, social and environmental issues (Kaur, 2023). It has been argued that green recruitment measures works with companies throughout the process of defining the talents, skills, knowledge and abilities of top performers and managing the recruitment process from start to finish. (Saini & Shukla, 2016; Ifeoma, 2011).

The primary objective of green recruiting is to attract prospective employees and hire them (Alvarado & Toledo, 2017). To fill existing and projected job openings, the recruitment process seeks to identify and motivate qualified candidates to apply; as a result, the recruitment process has an effect on the quantity and diversity of candidates for a particular vacancy (Fayyazi, Shahbazmoradib, Afsharc, & Shahbazmoradic, 2021); in fact, attracting high-quality employees is critical for businesses seeking to achieve specific performance goals. The selection process is designed to identify the most qualified candidate from a pool of candidates (Jabbour & Jabbour, 2016).

To create and maintain a green workplace, a firm must recruit and hire individuals who share a commitment to environmental stewardship (Renwick et al., 2016). The right number and quality of resources are critical to the success of any organization, and controlling available resources for the environment ensures that organizational performance is practiced smoothly (Bowen, Kuralbayeva & Tipoe 2018). However, as a result of the growing need for environmental protection and preservation programs, businesses are constantly on the lookout for employees with green values who can contribute to the development of an

environmentally conscious workforce through methods such as E-recruitment (Electronic Recruitment) (Renwick et al., 2016; Bowen, Kuralbayeva & Tipoe 2018). It has been commonly observed that employers seek out green staff (Bowen et al., 2018), but that applicants seek out greener employers as well (Bowen et al., 2018). (Dagiliute, Liobikiene & Minelgaite, 2018; Ugochukwu, Ezeabasili & Ostar, 2020). People pick companies with a green culture and principles at work because they believe they will have job stability, greater career possibilities, and long-term sustainability. Nonetheless, it is the responsibility of organizations to attract and retain qualified applicants by emphasizing environmental values in their marketing (Gast, Gundolf, & Cesinger, 2017), giving special consideration to required potential talents with green values (Kim, 2019). Additionally, it will assist businesses in becoming environmental champions by establishing a green talent brand image (Chaudhary, 2018; Wehrmeyer, 2017; Nwanolue, B.O.G., Ezeabasili & Obiora, 2018). Bhutto and Auranzeb (2016) advocate that recruitment of highly qualified applicants who are aware of environmental issues would help in improving the environmental and organizational performance of firms.

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Statements of the Problem

As the food and beverage manufacturing firms in South-East, Nigeria is heavily dependent on human capital for organizational success, arguably, more than any other sector, it is paramount that the best suitable candidates are recruited. However, this sector continues to face challenges in the area of green recruitment and organizational performance. This factor is largely attributed to national external factors in Nigeria as well as to the uniqueness of the sector. An efficient human resource management starts with efficient recruitment processes. This process can be considered the most important stage of the human resource management because the success of an enterprise directly depends on its staff quality. A lot of research carried out on specific features of the recruitment processes in food and beverage manufacturing firms in Nigeria have relied on human resources as a source of recruitment processes and more and more entrepreneurs are becoming aware that the green recruitment processes play a major role in obtaining adequate staff. The challenges facing the food and beverage manufacturing firms in adopting green recruitment process are, poor selection process poor training, among organization use of different recruitment methods like suggestions from current employees, word of mouth, government job services, college placement offices, posting job announcement on bulletin boards, executive search firms and the internet identification of labor pools, application of variety of selection tools namely application forms, interviews, reference check, pre-employments and trial period. Selection bias and discrimination

based on age, sex, marital status, ethnic origin, religions preference, sexual preference or disabilities are also challenges facing organization in obtaining adequate and trained staff. Overall, the challenges of creating green jobs include the need for new skills, awareness and readiness, costs, and the slow transition process. Proactive interventions are needed to assist in employment, education, and training to meet the demand for green skills. Overall, the challenges and implications of green jobs in renewable energy involve job transformation, reskilling, and the need for investments in human capital and supply chain restructuring. Do to deprived green selection, green job description and green job orientation of green recruitment lead to negative effect performance of Nigeria food and beverage manufacturing company. The absence of literature and data tailored to the green recruitment and performance of food and beverage manufacturing sector in Nigeria has therefore left a gap in establishing what these challenges are exactly. However, the evident lack of poor green selection, poor green job description and lack of green job orientation has result to poor performance of food and beverage manufacturing sector in Nigeria.

This study also reveals that despite the existence of clear requirements regarding green recruitment, food and beverage manufacturing firms fail to adhere to them or to put in place internal policies. As employee recruitment play a central role in ensuring the best skills are present in any organization, flawed appointment processes can undermine the development goals as well as slow down the transformation process. However to achieve its full potential of food and beverage manufacturing firms must improve its ability to recruit and select staff more effectively. This means that both human resource sections in departments and managers themselves must enhance their skills in performing this crucial function. Therefore, it was against this problems that the study seek to investigate the relationship between green recruitment and performance of food and beverage manufacturing firms in South-east, Nigeria.

Objective of the Study

The aim of this study is to ascertain the relationship between green recruitment and performance of food and beverage manufacturing firms in South-east, Nigeria. The specific objectives will seek to:

1. Investigate the extent of relationship between green selection and performance of food and beverage manufacturing firms in South-east, Nigeria
2. Examine the extent of relationship between green job description and performance of food and beverage manufacturing firms in South-east, Nigeria
3. Investigate the extent of relationship between green job orientation and performance of food and beverage manufacturing firms in South-east, Nigeria

Research Questions

The following research questions were formulated in line with the objective of the study

1. To what level does green selection relate with organizational performance of food and beverage manufacturing firms in South-east, Nigeria
2. What is the degree of relationship between green job description and organizational performance of food and beverage manufacturing firms in South-east, Nigeria
3. What is the magnitude of relationship between green job orientation and organizational performance of food and beverage manufacturing firms in South-east, Nigeria

Hypotheses

The following null hypotheses shall give direction to the study

Ho_1: Green selection has no significa relationship with performance of food a beverage manufacturing firms in South-ea Nigeria

Ho_2: Green job description has no relationship with performance of food and beverage manufacturing firms in South-east, Nigeria

Ho_3: Green job orientation has no significant correlation with performance sustainability of food and beverage manufacturing firms in South-east, Nigeria

LITERATURE REVIEW

Conceptual Review

Green Recruitment

Green recruitment means paper free recruitment process with minimal environmental impact (Deepika & Karpagam, 2016). When dealing with HRM practices especially in Nigeria, environmentally sustainable development issues must be integrated into the recruitment process (Mandip, 2022). Such recruitment process involves the monitoring of long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments. This is achieved through recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups (Mandip, 2022). Green recruitment is defined as the process of recruiting new talent who are aware of the sustainable process, environmental system and familiar with the words of conservation and sustainable environment (Ullah, 2017). It is a system where the focus is given on the importance of the environment and making it a major element within the organization (Holtom, Mitchell, Lee & Eberly, 2018; Deepika & Karpagam, 2016). Green recruitment makes it certain that new talents are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 2016).

Green recruitment is the process of using eco-friendly methods, tools and technologies in attracting and selecting suitable job candidates who are willing and able to fill available vacancies in a particular firm (Mwita, 2019). Although various criteria are always considered in selecting job candidates, willingness and ability of the candidates to conserve the environment are tested. Since recruitment and selection plays a vital role in hiring employees, green initiatives should be well integrated at this stage. This will help to ensure that candidates who are willing and able to take green initiatives are hired. This will also make easier for organizational s to instill green behaviour and green culture to the newly hired employees. Green recruitment is considered as one of the HRM practices that provides a firm with an opportunity to introduce green HRM initiatives to the prospective job applicants. Hiring and sustaining talented employees is known as the most challenging issue that human resource managers faced in global environment (Sudin, 2021). Business organizations now market themselves as environmental conservatives in order to attract highly smart professionals with fabulous green knowledge, who are also adopting green practices. On the other hand, job seekers also preparing themselves as green employees according to international standard of green culture. Green employees also favor firms whose central businesses are providing environmental protection and social responsibility (Masri & Jaroon, 2017). In the job analysis process, job description, and job specification firms should include and press

on environmental aspects, and what is expected out of selected candidates should be explained clearly as well (Renwick *et al.,* 2023).

Bratton and Gold (2022) define recruitment as the process of producing a pool of employees who are capable of applying for employment, while selection is the manager's used instruments to select a candidate from an applicants' pool, aligned with the goals of management and the requirements of the legal processes. The correct candidate has to be selected for successful business as organizations are not likely to succeed without employees who are qualified (Mathis & Jackson, 2021). Based on the green perspective, green selection is selecting green people, those who are committed and sensitive to the environmental issue, and thus can contribute to the company's environmental management (Jabbour *et al.,* 2021). Environmentally managed firms should thus choose committed people who are environment sensitive. Literature dedicated to the selection of such employees with the right technical knowledge of environmental management is still limited (Jabbour *et al.,* 2021).

Green recruitment is the process of attracting and hiring candidates with knowledge, skills, attitudes and behaviors that conforms to environmental management systems of an organization (Ullah, 2017). Green recruitment and selection of candidates means paperless recruitment process which will have minimal environmental impact. In this type of recruitment focus is more on performance and making it major element within the organization. In this process the mediums used are e-mail, online Ogbu Edeh and Okwurume (2019) posits that Green recruitment is an innovative approach that organizations adopt to utilize their environmental consciousness as a fundamental criterion for hiring. Green recruitment involves using a paperless approach to minimize the potential ecological impact. Online platforms such as email, online job application forms, and a global talent pool are utilized to solicit applications. Green recruitment process involves conducting video or telephone interviews to mitigate any potential ecological impact associated with travel (Mwita, & Kinemo 2018). . In contrast to conventional media such as brochures or newspaper advertising, online recruitment enables recruiters to disseminate more information simultaneously, thereby reducing the adverse ecological impact (Ogbu Edeh & Okwurume 2019). Masri and Jaaron (2017) assert that green recruitment advocates for the adoption of a recruitment strategy that prioritizes individuals who exhibit a strong passion for working in an environmentally conscious organization that is committed to upholding ecological sustainability. To facilitate the recruitment of individuals who align with an organization's sustainability program, the company must develop job descriptions that are in line with the program's objectives. The company's website and other research tools that are accessible to candidates should provide a clear outline of their performance initiatives, as suggested by Peerzadah et al (2018) Organizations can utilize various strategies to enhance their GHRM practices during recruitment processes. These include incorporating environmental reporting and health and safety activities into job descriptions and designing interviews that assess a candidate's potential alignment with the sustainability priorities of the organization.

Green Selection

Green selection is a process of identifying, evaluating and verifying (where necessary) candidates' eco-mindedness, ecological values and sensitivity to environment-related issues. Green HR helps in achieving greater

efficiency and lower costs within a process, reducing and eliminating ecological wastage and refurbishing HR products, tools, and procedures. Being environmentally conscious, organizations are starting to integrate green attempts into their regular work environment with society. HR manager must ensure that a large number of quality applicants consider a firm's environmental credentials as one of their primary criteria for selecting a job otherwise it will be highly impossible to get the senior management to support green recruitment initiatives. For this purpose HR people can initiate focus group discussions at industry forums to identify what "green" factors would be important to individuals seeking new jobs. Other option is to ask the candidates during interviews their decision criteria for selecting a job or on the Web site to list their decision criteria. During orientation, ask those who accepted jobs what criteria they used to make the decision. Finally, contact those who rejected your offers three to six months down the line to identify positives and negatives. Companies should make it visible their green efforts and the results of those efforts on corporate careers Web site. Companies should reveal the recycling statistics, as well as whether they are carbon neutral, efforts limiting greenhouse gases or win environmental awards. The website should also include narrative or video profiles of company's environmentally conscious employees.

Green Job Description

Green job description provides an outline of the job tasks, duties and responsibilities and guides the recruitment process in an organization. In broader terms, a job description relates with the managerial, administrative and technical dimensions of a given job, the tittle of the position, job summary, duties and tasks as well as expected outputs (Gichuki & Munjuri, 2018). The job description specifies what job holders will carry out and the conditions this will be done. It provides detailed description of what the job being recruited is all about through illustration of the content, context and environment that the job will be conducted. It provides a description of what is required to be conducted by the job holders on the basis the tasks, activities or duties (Rinny, Purba & Handiman, 2020). Typically, the main focus of the e-job description is on job content, nature, context, environment and conditions for employment to potential employees in an organization. The focal point of the job description is the job in question (Muriithi, 2017). It provides an explanation of the needed abilities, skills and knowledge as well as the reporting and responsibility structures in an organization to newly recruited staff. Furthermore, the physical and mental requirements of a given job are also detailed in a e-job description. Any change in duties and responsibilities of a given job should be updated in a job description (Williams, Hume, George, Landa, Martin, Niederhauser & Suh, 2018).

Green Job Orientation plan

Organizations should develop soft orientation plans emphasizing on green culture, health, safety and conservation of resources. Green orientation plan helps to achieve positive work behavior. Experts suggest green orientation plan for a sustainable eco-friendly employment. A green workforce is the need of every organizations. Equipping the workforce with the green skills is a strategic initiative. Green orientation plan establishes bridges between organization and environmental regulators. The components of GOP should include green practices and policies, on communication, lighting, food, and use of resources, purchases, manufacturing, engineering, marketing, transportation and the current global and local laws on environment.

Organizational performance

Typically, performance is ultimate outcome expected in every business activity (Muhammad et al., 2019; Ahmed et al., 2018; Galdeano et al., 2018; Roespinoedji et al., 2019). Organizational performance is the total performance of the firm and is showed by the aggregate of performance of finance, business, and human resource functions of the organization in a given time. Firms formulate goals and objectives to be achieved within a given time frame. Performance measures the organizations' effectiveness against these set objectives. Thus, organizational performance refers to the ability of an organization to attain its goals such as high-profit margin, product quality, and larger market share, better financial results at a stipulated time and by applying the relevant strategy. Gabriel Onuche (2021) defined organizational performance as a multi-dimensional construct whose measurement varies depending on several factors. It is an important aspect for every organization whether it is a profit-making or a non-profit-making entity. It is the extent to which an organization as a social system with the resources and means at its disposal fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members. Ndahiro, Shukla, and Oduor (2025) noted that organizational performance is positively impacted by the presence of change management practices, change management tends to create a significant contribution to organizational competencies, and in turn, becomes a great advance for further enhancing innovativeness.

Organizational performance has many dimensions which may be difficult to quantify. Rowley (2021) opines that, both financial and non-financial indicators have been used to measure performance. The financial indicators were sales growth and percentage profit margin. In the service industry, employee productivity has been used as a measure of performance (Mishra, 2018). Gavrea, Ilies and Stegerean, (2021) organizational performance shows the actual output or results of an organisation as measured against its proposed outputs (or goals and objectives). It is one of the most important variables in the field of management research today. Although the concept of organizational performance is very common in academic literature, its definition is not yet a universally accepted concept. Richard et al, (2021) viewed performance as comprises three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment and others product market performance (sales, market share) and shareholder return (total shareholder return, economic value added, others.

Theoretical Framework

Dynamic Capabilities Theory

Teece, Pisano, and Shuen (1997) introduced the Dynamic Capabilities Theory (DCT), also known as dynamic capacities theory. According to Teece *et al.,* successful firms in the international marketplace can reveal a timely response to market changes to speed up product and service innovation. Also, they can direct and reorganize internal and external capabilities in an effective manner. The DCT explains the way organizations invent firm-specific capabilities that arise as a result of environmental dynamics in the business. These variations relay market positioning, industry processes, and opportunities The Dynamic capabilities theory developed a model called appropriability regimes that provides an introduction to how a company avoids its innovation being copied by others. Dynamic capabilities are not an "isolated source of long-term competitive advantage." They act as a means to achieve resource configurations that help in short-term benefits

in the transition of market opportunities (Wheeler, 2022). Dynamic capabilities thus generate resource formations that create value-adding strategies. Their benefits lie in soon, astute, and fortuitous applications than rivals (Eisenhardst & Martin, 2020).

According to Pavlou and El Sawy (2021), the dynamic capabilities view originates from Schumpeter's innovation-based competition where competitive advantage is based on the creative destruction of existing resources and novel recombination into new operational capabilities. Schumpeter's contribution to theoretical development of dynamic capability was the recognition of the need to reconfigure resources in order to effectively respond to environmental dynamism. The concept of dynamic capabilities (DCs) is also the extension of resource-based view (RBV) for its ability to respond to rapidly technological change (Teece, 2017). Dynamic capabilities have lent value to the RBV arguments as they transform what is essentially a static view into one that can encompass competitive advantage in a dynamic context (Barney, 2001a, b). The concept of DCs exists because of dynamic interactions between firms' capability building and environment, and the needs to sustain competitive advantage through capability building. Teece, Pisano and Shuen (1997) developed the notion of dynamic capabilities as the capacity of the firms to renew competencies so as to achieve congruence with the changing business environment by adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies.

Dynamic capabilities mirror a company's capability to" accomplish "novel and state-of the-art systems of competitive advantage" (Nooteboom, 2009). The concept of dynamic capabilities arose from the "inert resource-based theory of competitive strategy to offer a theoretical background in capturing the evolution of the capabilities." "Incorporation of "the dynamic capabilities view enables the capturing of development of capabilities" that offer a global acceleration of the firm's market entry." The people shape the mode of dynamic capabilities within the company." (Weerawardena, Mort, Liesch, & Knight, 2017).

Empirical Review

Don-Baridam and Diri (2021) evaluated the relationship between green recruitment and corporate sustainability in oil and gas producing companies in Rivers Sate. The study adopts a cross-sectional survey design while its theoretical framework was built on the institutional theory. The population of the study comprises of 150 top management staff was obtained from ten oil and gas producing companies in Rivers State and a sample size of 108 was drawn using Krejcie and Morgan (1970) table. Data were elicited through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. Also, the Spearman Rank Order Correlation Coefficient technique was used to assess the relationship between studied variables and to test the stated hypothesis with the use of statistical package for social science (SPSS Version 22) Software. The study findings revealed that there is a positive significant relationship between green recruitment/selection and corporate sustainability. Based on the findings and conclusions, the study recommends that management and general managers of oil and gas producing companies should consider green recruitment/selection in order to aid an environmentally harm-free exercise in the conduct of its recruitment/selection practices.

Mamatha (2022) studied the effect of green recruitment and corporate sustainability

practices (overall) on the organization's sustainability and to identify the ways in which the organizations can improve their sustainability. The environmental dimension is the first step towards sustainability because it is easy to implement some initiatives such as recycling, using energy efficiently and reducing waste etc. Implementation of green recruitment and corporate sustainability practices may be due to the increase in ecological awareness among the employees in the organization, which translates into the sustainability in organization, green recruitment practices reduce cost, improved customer relations, acceptance by local authorities and communities and also increased employee satisfaction, loyalty and motivation.

Greeshma (2022) examined green human resource management practices and it implemented in Indian organizations. The main purpose of this study is to examine how far Green Human Resource Management practices have been implemented in Indian organizations and to find out the barriers affecting the implementation of Green Human Resource Management. This study was carried out based on the secondary data which is garnered from different sources to make it more meaningful. This paper explains what Green HRM is all about and why it is needed in Indian Organizations? It also focuses on the challenges that Indian Organizations have been facing in the implementation of various Green Human Resource Management practices and also outlines some possible solutions to overcome those challenges. The outcome of this study is expected to help the Indian organizations to transform into sustainable ones.

Shruthi, Kavitha (2023) eamined how employee engagement refers to how enthusiastic a worker is about their work. An engaged worker is concerned with his performance and how it affects the company. The link between an employee's work ethic, commitment, and contentment is an inner mental condition. In order to please their customers, the business must take care of its staff. To attain the organization's ultimate aim, management must learn what the staff wants. To engage the workforce, strategies such as transparency, empowerment, purpose, behavior, and listening can be used. This study attempts to analyze the tactics that generate employee engagement in IT sector while concentrating primarily on the engagement strategies used in a sample of Chennai-based IT sectors. The objective of this empirical study is to determine how the identified techniques affect employee engagement.

Sylvia and Atoko (2023) established the effect of green human resource management practices on organizational effectiveness and efficiency in Africa. The findings revealed a strong relationship between green human resource management practices and organizational effectiveness and efficiency. The study concluded that implementation of green human resource management practices by organizations contributes to benefits such as improvement of the public image of an organization, competitive advantage, a loyal and committed staff, high performance, more awareness on environmental protection and an organizational ability to adhere to the laws on environmental protection.

Nanga (2023) This studies the leading Green HRM practices of Indian Corporate in the current times. Being green should be an organization's moral and ethical responsibility towards the country. Apart from the production & operations, mundane areas like accounting, HRM also has a vast scope of becoming eco-friendlier and green. Therefore, this paper also attempts to discuss the ethical aspect of being green in delivering HR

functions. It reflects good corporate citizenship. Many companies agree on green management. In India firms like Wipro, TCS, ACG Associated capsules Pvt. Ltd. and NTT data business solutions adopt Green HRM which helps in performance. The study focuses on the implementation of GHRM ideas in Indian business organizations. The study discusses the best practices to observe surveys of Green HRM.

METHODOLOGY

The study adopted descriptive survey design. The choice of the design was chosen because it involves, collection of data from a sample of the population in order to describe the condition or relationships that exist. He notes that the adoption of descriptive survey design also enables the researcher to generalize the result of the study for the entire population of interest. The study was carried out in South-East, Nigeria. The data for the study was sourced from primary and secondary sources of data. The primary was sourced from the field work using questionnaires. However, the primary data was complemented with secondary data sourced from Journals, textbooks and other academic publications. The population of the study comprises of 2090 employees in food and beverages manufacturing industries in South East, Nigeria. The Sample size consist 408 using statistical formula devised by Borg and Gall (1973)

Structured questionnaire was developed to reflect the modified five (5) point Likert scale of strongly agree, agree, disagree, strongly disagree and undecided will be used to elicit information from the respondents on all issues surrounding green recruitment and sustainability of food and beverage manufacturing firms in South-east. The instrument was both face and content validated. The reliability was determined through a method of test re-test and Cronbach Alpha coefficient. The collected data was analyzed using simple percentage analysis for research questions while Pearson product-moment correlation analysis was use in testing the hypotheses. All tests was conducted at 0.05 level of significance.

RESULTS AND DISCUSSION OF FINDINGS

A total of four hundred and eight 408 (100%) questionnaires were distributed to the respondents, out of which three hundred and fifty four (354 = 87%) were properly filled and found relevant to the study 40 (10%) of the questionnaires were not properly filled. While 14(3%) copies of questionnaires got missing. Therefore, the analysis in this section was based on the three hundred and fifty four relevant copies.

Analysis Research Questions

Research Question One: To what level does green selection relate with performance of food and beverage manufacturing industries in South-east, Nigeria?

Table 1: Respondents' view on the relationship between green selection and performance

	Frequency	Percent	Valid Percent
Strongly Disagree	26	7.3	7.3
Disagree	28	7.9	7.9
Neutral	18	5.2	5.2
Agree	140	39.5	39.5
Strongly agree	142	40.1	40.1
Total	354	100.0	100.0

Source: Field Survey, 2025/SPSS

Greater percentages of 40.1 % of respondents strongly agree that green selection are relate with performance of food and beverage manufacturing industries in South-east, Nigeria, 439.5% agree, 5.2% are neutral, 7.9% disagree while 7.3% of respondents strongly disagree.

Research Question Five: What is the degree of relationship between green job description and performance of food and beverage manufacturing industries in South-east, Nigeria?

Table 2: Respondents view on relationship between green job description and performance

	Frequency	Percent	Valid Percent
Strongly Agree	51	14.4	14.4
Agree	239	67.5	67.5
Natural	23	6.5	6.5
Disagree	28	7.9	7.9
Strongly Disagree	13	3.7	3.7
Total	354	100.0	100.0

Source: Field Survey, 2025/SPSS

Greater percentage 67.5% of respondents agree that there is a relationship between green job description and performance of food and beverage manufacturing industries in South-east, Nigeria, 14.4%strongly agree, 6.5% are neutral, 7.9% disagree ,while 3.7% of the respondents strongly disagree.

Research Question Three: What is the magnitude of relationship between green job orientation and performance of food and beverage manufacturing industries in South-east, Nigeria?

Table 3: Respondents view on the relationship between green job orientation and performance

	Frequency	Percent	Valid Percent
Strongly Agree	93	26.3	26.3
Agree	184	53.0	53.0
Undecided	12	3.4	3.4
Disagree	29	8.2	8.2
Strongly Disagree	36	10.1	10.1
Total	354	100.0	100.0

Source: Field Survey, 2025/SPSS

Table 3 revealed that 52% of the respondents agree that there is a relationship between green job orientation and performance of food and beverage manufacturing industries in South-east, Nigeria, 26% strongly agree, 8 % are undecided, 8.2% disagree, while 10.2% of the respondents strongly disagree.

Test of Hypotheses

Hypothesis One

Ho: Green selection has no significant relationship with performance of food and beverage manufacturing industries in South-east, Nigeria

Decision Rule: in interpreting the strength of relationship between the variables, the guideline given by Cohen, Manion and Morrison (2007) from 0.0 to ± 0.2 = slight/no correlation, 0.2 to ± 0.4 = low correlation, 0.6-0.8 = strong correlation and 0.9 to ± 1.0 = very strong/perfect correlation

Table 4: Result of Pearson product-moment correlation analysis between Green selection and performance

		Performance	Green Selection
Performance	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	354	354
Green Selection	Pearson Correlation	.813 **	1
	Sig. (2-tailed)	.000	
	N	354	354

****. Correlation is significant at the 0.05 level (2-tailed).**

Source: Field Survey, 2025

The correlation in Table shows that there is a significant relationship between green selection and performance. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between green selection and performance ($r = 0.813$, at $p<0.05$). This implies that an increase in green selection will increase performance of food and beverage manufacturing industries in South-east, Nigeria. Based on the findings, the study therefore rejects the null hypothesis three (H_{03}), which states that green selection had no significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria. Therefore we can state that green selection had a significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria

Hypothesis Two

Ho: Green job description has no relationship with performance of food and beverage manufacturing industries in South-east, Nigeria

Decision Rule: in interpreting the strength of relationship between the variables, the guideline given by Cohen, Manion and Morrison (2007) from 0.0 to ± 0.2 = slight/no correlation, 0.2 to ± 0.4 = low correlation, 0.6-0.8 = strong correlation and 0.9 to ± 1.0 = very strong/perfect correlation

Table 5: Result of Pearson product-moment correlation analysis between green job description and performance

		Performance	Green Job Description
Performance	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	354	354
Green Job	Pearson Correlation	.883 **	1

Description	Sig. (2-tailed)	.000	
	N	354	354

****. Correlation is significant at the 0.05 level (2-tailed).**
Source: Field Survey, 2025

Interpretations
The correlation in Table 5 shows that green job description has a significant correlation with performance of food and beverage manufacturing industries in South-east, Nigeria. ($r = 0.883$, at $p<0.05$). The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between green job description and performance ($r = 0.883$, at $p<0.05$). This implies that an increase in green job description will increase performance of food and beverage manufacturing industries in South-east, Nigeria. Based on the findings, the study therefore rejects the null hypothesis four (H_{04}) which states that green job description has no significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria. Therefore we can state that green job description has a significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria

Hypotheses Three
H_0: Green job orientation has no significant correlation with performance of food and beverage manufacturing industries in South-east, Nigeria
Decision Rule: in interpreting the strength of relationship between the variables, the guideline given by Cohen, Manion and Morrison (2007) from 0.0 to ± 0.2 = slight/no correlation, 0.2 to ± 0.4 = low correlation, 0.6-0.8 = strong correlation and 0.9 to ± 1.0 = very strong/perfect correlation

Table 6: Result of Pearson product-moment correlation analysis between Green job orientation and performance

		Green job Orientation	**Performance**
Green job orientation	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	354	350
Performance	Pearson Correlation	.891 **	1
	Sig. (2-tailed)	.000	
	N	354	354

****. Correlation is significant at the 0.05 level (2-tailed).**
Source: Field Survey, 2025

The correlation in Table 6 shows that Green job orientation has a significant correlation with performance of food and beverage manufacturing industries in South-east, Nigeria. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between Green job orientation and performance ($r = 0.891$, at $p<0.05$). This implies that an increase in Green job orientation will increase performance in beverage manufacturing industries. Based on the findings, the study therefore rejects the null hypothesis three (H_0), which states that Green job orientation has no significant positive relationship with performance in tertiary institution South-East,

Nigeria. Therefore we can state that Green job orientation has a significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria.

Discussion of Findings

The study examined the relationship between green recruitment and performance of food and beverage manufacturing industries in South-East, Nigeria. Data were sourced from primary and secondary sources were tested using Pearson Moment Correlation Analysis, and the result shows the following.

Green Selection and Performance

From hypothesis three, it was evident that green selection has a significant relationship with performance of food and beverage manufacturing industries in South-east, Nigeria e. This result is also in agreement with the submission of Ullah, (2017) whose findings revealed that green selection has a significant relationship with performance any organization and will result in greater efficiencies, economical and effective utilization of resources; less wastage, reduced/lower costs, improved employees' and job related behaviours, improved work and private life. Going forward, the finding of this study also supports the result of Sherine, (2018) who concluded that green selection has a significant relationship with performance and selection practices enhances corporate image. Hypothesis two, findings revealed that green information technology in the selection process have positive and significant relationship with performance; this connotes that the more applicants who are environmentally aware are brought on board by management of manufacturing industries, the quality and value of the environment would be revitalized. Result from this study negates the submission of Diri, (2021) whose findings revealed that green recruitment and selection practices have no relationship with performance. This finding is also in alignment with Kuria and Mose, (2019) whose submission made it known that green recruitment selection practices should be widely embraced for the sake of performance.

Green Job Description and Performance

Hypothesis shows that green job description has a significant correlation with performance of food and beverage manufacturing industries in South-east, Nigeria Elra (2019), Hirriyapa, (2019). Sybil (2020) found out that job description has an internal and external audience when used as part of a green recruitment program. Green job description has a significant correlation with performance. The result agree with Taufik (2019) found out that the prevailing weaknesses of effective green job description have a positive impact on employee performance. Raja and Bannered (2017) study found out those \clear green job descriptions led to performance in the commission that the commission was not relying on green job descriptions to assess on employee performance; rather they relied on the outcomes of an assignment given to an employee. Kama (2023) study found that realistic green job descriptions on various job aspects is conducted to varying extents with more emphasis placed on reporting mechanisms, career progression and remuneration, the study also established that the green job descriptions are moderately satisfied hence low levels of performance.

Green Job Orientation and Performance

Finally the hypothesis reveals that green job orientation has a significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria. This result tallies with Adam, et al., (2022) Siraj, Isaac, and Danja (2016) results indicated significant relationship between green job orientation and performance and that among the dimensions of green job orientation. Anlesinya, Eshun

and Bonuedi (2021) study found a significant positive effect of green job orientation on performance. Adesanya, et al., (2018) result of the findings imply that green job orientation better when all the features are put to use as a whole than as individual, then the contributions will have greater impact on performance of the firm.

Jones et al., (2019) result reveal that green job orientation has a significant positive relationship with performance and revealed that green orientations are critically important for a high level of the long–run survival of a business. Herath & Mahmood, (2019) identified green job orientation has a significant positive relationship with performance. Bakir et al., 2023; Hong et al., 2019; Mitchell et al., 2020 Result agree with the finding which indicated that green job orientation has a significant positive relationship with performance , green orientation, sustainability orientation, and environmental orientation are unified as strategic green orientation.

Summary of Findings

The study investigated the relationship between green recruitment and organizational performance of food and beverage manufacturing industries in South-East, Nigeria. Data sourced from primary was tested using Pearson Moment Correlation Analysis, and the result shows the following.

1. Green selection has a significant relationship with performance of food and beverage manufacturing industries in South-east, Nigeria. ($r = 0.813$, $p= 0.000<0.05$).
2. Green job description has a significant correlation with performance of food and beverage manufacturing industries in South-east, Nigeria. ($r = 0.883$, $p= 0.000<0.05$). The
3. Green job orientation has a significant positive relationship with performance of food and beverage manufacturing industries in South-east, Nigeria. ($r = 0.891$, $p= 0.000<0.05$).

CONCLUSION

Therefore, the concluded that green recruitment had a significant positive relationship with performance of food and beverage manufacturing industries, South-East, Nigeria. Based on the findings the following recommendations were proffered:

1. All organizations whose motives gears towards green selection in terms of organizational image or profitability should adopt selection methods like serious interview that will consist of top management of various disciplines so that questions can be structured covering different area that will enhance good selection and selection program should include several procedures like preliminary interview, background analysis and physical examination for the purpose of achieving a desired outcome.
2. Food and beverage manufacturing industries should consider green job description as a means for employee performance to ensure organizational performance.
3. Management of food and beverage manufacturing industries should implement green job orientation for effective sustainability practices that will ensure the ability of future generations of employee to update their self about the present and future of the organization

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