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Effect of Green Reward and Recognition Policies on Operational Efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam

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ABSTRACT: This study analyzed the effect of green reward and recognition policies on operational efficiency in Chukwuemeka Odumegwu Ojukwu University, Igbariam. The specific objectives were to; investigate the effect of green reward, and examine the effect of recognition policies on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam. This study was anchored on the Expectancy Theory. Survey research design was used in this study. The variables were green reward and green recognition policies as the independent variables, while operational efficiency is the dependent variable. Data were generated through primary sources. The method of data collection was the questionnaire which was administered randomly among the academic staff of the university. The population of the study was three thousand, four hundred and seventy-two (3472). The sample size of the study was three hundred and fifty-eight (358), determined through taro yamane formula. Structured questionnaire was used to collect data from the respondent. The hypotheses were tested using multiple regression analysis method at 0.05% level of significance. Findings from the study revealed that, Green Reward (GRD) and Recognition policies (RGP), both has significant effect on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam. The study concludes that universities can improve operational efficiency by combining environmentally oriented reward systems with effective employee recognition practices. The study recommended that Management of Chukwuemeka Odumegwu Ojukwu University should introduce and maintain reward schemes for employees who demonstrate environmentally responsible behaviour, such as waste reduction, energy conservation, efficient use of materials and adoption of sustainable work practices. Employee performance assessments should include appropriate environmental and resource-efficiency indicators.

Keywords: Green reward, recognition policies, operational efficiency.

INTRODUCTION

The increasing concern over environmental degradation, climate change, resource depletion, and rising operational costs has encouraged organizations to incorporate environmental sustainability into their management practices. One of the emerging approaches is Green Human Resource Management (GHRM), which integrates environmental considerations into human resource practices such as recruitment, training, performance appraisal, employee participation, reward, and recognition (Akgunduz, Adan & Alkan, 2020). Green reward and recognition policies are

particularly important because they provide financial and non-financial incentives that encourage employees to adopt environmentally responsible behaviours while aligning individual efforts with organizational sustainability objectives (Akpa, Mowaiye, Akinlabi & Magaji, 2022).

Green reward and recognition policies involve rewarding employees for behaviours and contributions that support environmental objectives. Such rewards may include bonuses, incentives, awards, public recognition, commendation, promotion opportunities, or other forms of appreciation for employees who demonstrate environmentally responsible practices (Amjad, Abbas, Zia-UR-Rehman, Baig, Hashim, Khan & Rehman, 2021).. The rationale is that employees are more likely to sustain desirable behaviours when their contributions are recognized and rewarded. In this regard, green rewards can serve as a motivational mechanism through which organizations encourage employees to reduce waste, conserve energy, use resources efficiently, adopt environmentally friendly technologies, and support organizational environmental programmes. Recent literature on green HRM in higher education indicates that green rewards form an important motivational component of GHRM because they encourage staff to participate actively in sustainability-related activities (Begum, 2023).

Universities constitute important organizational environments for the implementation of green management practices. Apart from their traditional responsibilities of teaching, research, and community service, universities operate large physical and administrative systems that consume substantial quantities of electricity, water, paper, and other resources (Chaudhary, 2020). Consequently, improving operational efficiency in universities requires not only investment in infrastructure and technology but also the effective management of human resources. Employees' daily decisions and behaviours can influence energy consumption, waste generation, resource utilization, administrative costs, and the quality and speed of institutional processes. Green reward and recognition policies can therefore motivate academic and non-academic employees to incorporate environmental considerations into their routine activities (Chen, Tsai & Oen, 2022).

The connection between green HRM and organizational efficiency has received increasing empirical attention. In Nigerian universities, operational efficiency is particularly important because institutions operate under financial, infrastructural, and administrative constraints (Maja; 2024). Inefficient use of resources may increase operating costs, create unnecessary waste, delay administrative processes, and reduce institutional effectiveness. Introducing reward and recognition systems that acknowledge employees who demonstrate energy conservation, waste reduction, responsible resource utilization, paperless administration, environmental compliance, and other green behaviours may help universities improve both environmental performance and operational efficiency (Mandago, 2018).

Despite the growing interest in GHRM, there remains a need for more empirical evidence on the specific contribution of green reward and recognition policies to operational efficiency in Nigerian universities. Therefore, this study examines the effect of green reward and recognition policies on operational efficiency in selected Nigerian universities.

1.2 Statement of the Problem

Employee dissatisfaction has increasingly led to high turnover rates, absence of green

reward systems, unconducive work environments, and negative employee behaviors, which in turn undermine effective communication, reduce motivation, weaken mental health, and create job insecurity. These challenges result in significant organizational losses, including the exit of skilled employees, erosion of institutional knowledge, and disruption of business relationships, ultimately affecting overall performance. In addition, inadequate reward structures further exacerbate turnover and poor performance.

Although green rewards and incentives offer a sustainable approach to promoting positive discretionary behaviors, enhancing work-life balance, and improving employee retention and organizational outcomes, many organizations have yet to fully integrate such practices. Given that performance is strongly influenced by motivational mechanisms such as green rewards, there is a need for organizations to adopt reward systems that reinforce environmentally responsible behaviors and foster positive employee attitudes. It is against this backdrop that this study examines the

1.3 Objectives of the Study

The general objective of the study is to investigate the effect of green reward and recognition policies on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam. Specifically, the study seeks to:

i. investigate the effect of green reward on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam
ii. examine the effect of recognition policies on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Green Reward

Rewards are the major human resource management processes through which employees are rewarded for their performance. This practice is “one of the most powerful methods” which links together an individual’ employee’s interest to organization’s goal. Supporting this, Yong, Yusliza, Ramayah, Jabbour, Sehnem, and Mani, (2020) aver that, rewards are management tool that serve to attract, retain and motivate the best employees while encouraging the development of new knowledge, actions and skills to achieve the organisation’s goals. Maja (2024) and Omoye, et al (2024) argue that, rewards can link the interests of organisation with employees’ interests as they focus employees’ attention on the most important aspects of their work and motivate them to maximise their efforts. Mandago (2018) posit that, “incentives and rewards can influence employees’ attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals”. Green rewards are “potential tools for supporting environmental activities in organizations”. Modern organizations are developing reward systems to encourage ecofriendly initiatives embarked upon by their employees.

Supporting this, Mandago (2018) reports that, “in the UK by CIPD/KPMG which estimated that 8% of UK firms are rewarding green behaviours with various types of awards or financial incentives, and these practices is effective in motivating employees to generate eco-initiatives”. He further “observed that, employee commitment to environment management programmes was increased when they were offered compensation to take up duties in relation to environmental responsibility”. Green rewards motivate employees to perform desire behaviours so that firms and their workers can get benefits

from reward system (Masri & Jaaron, 2017). It is a motivating factor for employee's performance. There are types of rewards that motivate employee according to Khanal and Phyak, 2021). These include extrinsic motivation, intrinsic motivation, social motivation, monetary motivation, recognition motivation and responsibility motivation. Putri et al. (2024) enlisted green pay and rewards, green loyalty programmes, green perks and green employee perks as types of green reward. Thus, this study evaluated the influence of green pay, green loyalty programme and green employee perks on organisational performance. Here lies a gap this study tends to fill.

2.1.2 Recognition Policies

Recognition policies refer to formal or informal organizational arrangements through which employees are acknowledged and appreciated for exceptional performance, contributions, desirable behaviours or achievements that support organizational objectives. Recognition may take different forms, including verbal appreciation, certificates, awards, commendations, public acknowledgement, promotion opportunities, monetary awards and other forms of non-financial appreciation. The University of Iowa (2023) describes employee recognition as a planned process for acknowledging the efforts of employees who support institutional missions and accomplish organizational goals. Its recognition policy emphasizes that recognition can foster teamwork, creativity, communication and collaboration among employees.

Similarly, the University of Alaska Fairbanks (2024) conceptualizes recognition as a mechanism for motivating and rewarding employees for exemplary work. Its policy establishes formal and informal recognition awards as institutional mechanisms for acknowledging employees' valuable contributions. The University of Florida (2024) also views employee award and recognition programmes as organizational mechanisms designed to reward employees for superior performance. Such programmes may involve monetary rewards as well as non-monetary forms of appreciation, including certificates, plaques and other tokens of recognition.

2.1.3 Operational Efficiency

Operational efficiency refers to an organization's ability to utilize its available resources such as human resources, finances, time, technology and materials in a manner that produces maximum output while minimizing waste and unnecessary costs. Al-Shaiba, Al-Ghamdi and Koç (2020) conceptualized organizational efficiency as the relationship between resources used as inputs and the outputs generated by an organization. They emphasized that an efficient organization seeks to achieve its objectives with minimum expenditure of resources, energy, manpower, time and money. Similarly, Mueller and Mueller (2020) associated operational excellence with the efficiency and optimization of organizational processes and continuous improvement. Their conceptualization suggests that operational efficiency is not merely about reducing costs but also involves improving processes, minimizing operational risks and achieving better organizational outcomes.

Kehinde et al. (2022) provided a particularly relevant conceptualization for the present study by examining operational efficiency within Nigerian higher education institutions. They identified several dimensions through which operational efficiency can be assessed in universities, including teaching, research and publication, recruitment and selection, community service, technology, training and development, and effective communication.

This suggests that operational efficiency in universities extends beyond financial cost reduction to include the effective performance of core academic and administrative functions. More recently, Terrell Hanna and Gillis (2024) described operational efficiency as an organization's ability to reduce waste in time, effort and materials while maintaining the quality of its products or services. Their conceptualization emphasizes balancing organizational inputs including employees, time and costs with outputs such as quality, speed and productivity.

2.2 Theoretical Review

The Expectancy Theory

The expectancy theory was proposed by Vroom (1964). Expectancy theory argues that, "the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and the motivation of the outcome to the individual". In this theory, it is assumed that an employee is likely to remain working inhi/hers present job if he or she knows that performance will be measured, evaluated and rewarded with positive outcomes like green reward: pay rise, fringe benefits, promotion, recognition and other related variables. In as far as this current study is concerned; employees may remain committed to their job if their expectations of so behaving are met through fair succession planning and equitable distribution of rewards (Sutton, 2024).

In essence, when employees are encouraged and supported to develop their careers, succession plans are clearly and openly communicated and implemented, it makes them meet some of the expectations at work places. Likewise, when employees are provided with improved working conditions and fairly rewarded, their expectations are said to have been met and retention is assured. Employees expect future pay rises and job promotions to enable personal achievement and organisational goals. If employees expect little reward and no growth opportunities in return for their work, they may put forth only minimal effort until they eventually look to a new employer for new opportunities (Sutton, 2024 & Eruvwe et al, 2024). Expectancy theory is very relevant to this study because it underscores the expectations that employees are always associated with at the time when they were employed. It indicates how employees value career advancement, improved working conditions, merit-based succession plans and equitable rewards. If all or some of these are lacking, employees indicate red light which may result into intention to quit. Therefore, all the independent variables have their roots in the expectancy theory and hence it was chosen by the researcher to provide a theoretical foundation for green reward, employees' discretionary behaviour and organisational performance.

2.3 Empirical Framework

Eromafuru, Awharevugheghen and Odiri (2026) examined Green Reward, Employees' Discretionary Behaviors and Organisational Performance of selected firms in Delta State. The researcher determined the influence of green pay, green loyalty programmes and green employee perks on organizational. performance. Descriptive survey was employed with sample size of 226 and questionnaire was used as instrument for data collection. The data collected was analyzed using descriptive and inferential statistics. Research questions were answered using simple percentage, frequency tables and mean. The hypotheses were tested using multiple regressions and structural equation model via SPSS version 25 at a significant level of 0.05. The findings showed that, green pay does significantly influence organisational performance; green loyalty programmes do significantly influence

organisational performance; green employee perks do significantly influence organisational performance; and employee discretionary behavior does significantly influence green reward and organisational performance of selected firms in Delta State. It increases employees' retention, enables sustainable development goals, offers customers cutting-edge environmental solutions and promotes flexible, loyal and engaged workforce. It was recommended among others that, management should adopt green pay, green loyalty programme and green employee perks, to create positive employees' discretionary behavior; while encouraging the development of new knowledge, actions and skills to achieve the organization's goals.

Mbogo, Maundu and Igoki (2025) effect of green reward management practices on employee retention in the Athi River EPZ. The study was anchored on Social Exchange Theory and adopted a descriptive research design. The study had a target population of 56 EPZs with 20,000 employees as the unit of observation. Cochran's formula was used to obtain a sample size of 377 respondents. Stratified random sampling was used to distribute the sample across departments in the EPZs. Data was collected using a structured five-point Likert scale questionnaire. A pilot study involving 30 participants was conducted to measure the reliability of the research instrument. Descriptive statistics in means, percentages, and standard deviation were employed, while correlation and regression analysis were applied for inferential statistics. The study found that green reward management practices have a positive and statistically significant effect on employee retention ($\beta = 0.435$, $p < 0.001$). The study recommends integrating green reward management practices to improve employee retention in workplaces.

Saputri, Saputra and Susanto, (2024) analyzed the impact of green compensation, green appraisal, and green satisfaction on employee performance in development companies in Indonesia. This research was conducted using a quantitative approach with a population of 8,769,798 employees working in Indonesian construction companies, and then calculated using the Slovin formula to obtain a sample of 204 respondents. The sampling method in this research is non-probability using the Quota Sampling technique. The analysis technique uses a questionnaire in the form of a Google form which is distributed randomly to construction companies, and data testing uses an analysis tool in the form of PLS SEM. The research results prove that (1) green compensation has no effect on employee performance in construction companies, (2) green compensation has a positive and significant effect on green satisfaction in construction companies, (3) green appraisal has a positive and significant effect on green satisfaction in construction companies, (4) green appraisal has a positive and significant effect on employee performance in construction companies, (5) green satisfaction has a positive and significant effect on employee performance in construction companies in Indonesia.

Sujata and Madhusmita (2024) evaluated the influence of green reward and compensation practices in environmental sustainability. The purpose of this article is to emphasize the necessity of incorporating Green compensation and reward into green HRM practices in organizations, as well as the direct influence on organizational performance and environmental sustainability. The research was quantitative and cross-sectional in nature. The study included ISO-14001 certified manufacturing organizations to better suit the research goal. Purposive sampling was employed to collect information from 235 managers. A well-organized questionnaire to

assess the entire research process. The data analysis was carried out using SPSS. The findings of the study indicate that green reward is essential for environmentally conscientious organizations to fulfil their goals of efficient resource usage while also serving the wider cause of environmental protection. There is an urgent need to create environmentally friendly capabilities in employees so that they can apply eco-efficient organizational practices.

Atinuke and Omoseni (2022) examined the mediating effect of the green reward system on the relationship between green training, and environmental performance in the Nigerian Food and Beverages Industry. A purposive random sampling technique was used to select 10 food and beverages industries located in Southwest Nigeria. a sample size of three hundred and forty-seven using a simple random sampling technique was selected for the study from the total population of Two thousand six hundred and forty-seven (2647). A structured questionnaire was adopted to collect the required data. Data were analyzed with the aid of structural equation modeling (SEM) using STATA version 15. The results show that green training (β = 0.429; p<.05) has a direct relationship with environmental performance. The findings of the study show that the green reward system (β =.489; p<.05) has a significant influence on environmental performance. Result confirms that a positive and significant relationship exists between green training and the green reward system. It was also revealed that green reward (β =.334; p<.05) partially mediates between green training and environmental performance. Consequently, the study recommends that the management of the food and beverages industry should continuously engage their staff members in green training. Moreover, compensation packages should be adapted to reward individual employees with a spectrum of green skills and environmental sustainability achievements. This will serve as a motivational tool that assists employees to perform environmental desire behaviors and committing to the organization.

METHODOLOGY

3.1: Research Design

Descriptive survey design was use in this study. It is considered more appropriate for a study involving relationships analysis. In addition, comparison were important in this study, hence a survey design were suitable because it enable collection of data from broad survey units. This design is considered appropriate since the study largely have a target population and sample size.

3.2: Population of the Study.

The population targeted by the study consists of all the academic staff of Chukwuemeka Odumegwu Ojukwu University Igbariam

3.3: Sample Size and Sampling Technique

Taro Yamane formula was used to determine the Sample size. The formula is given as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where
n= Sample size of the study=
N = Population
1 = Constant value
e = Error margin assumed to be (5%)
Applying this formula, we have:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{3472}{1+3472\ (5\%)^2}$$

$$n = \frac{3472}{1+3472\ (0.0025)}$$

$$n = \frac{3472}{1+8.68}$$

$$n = \frac{3472}{9.68}$$

Sample size = 358.67768 apprx 358

3.4 Sources of Data

Primary Data**:** These consist of all the data and information obtained personally from respondents through interviews and the use of questionnaire.

3.5 Method of Data Collection.

The instrument for the data collection that was utilized for this study was self-developed structured questionnaire.

3.6 Instrument for Data Analysis

Inferential statistics such as percentage table was also used. The significance level was set at $p< 0.01$ for every statistical set. The specific effect of independent variables vis-à-vis the dependent variable was tested through the multiple regression analysis.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Three hundred and fifty-eight (358) copies were administered among the academic staff of the university. However, Three hundred and thirty-seven (337) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire..

4.1 Bio-data of the Respondents

4.1.1 GENDER

		Frequency	Valid Percent
Valid	FEMALE	117	34.7%
	MALE	220	65.3%

	Total	**337**	**100.0%**

Source: SPSS Version 21, 2026

The table shows that 117 respondents (34.7%) were female, while 220 respondents (65.3%) were male. This indicates that male respondents constituted the majority of the respondents. The result suggests that both male and female respondents were represented in the study, although the male respondents were more numerous.

4.1.2 MARITAL SATUS

		Frequency	Valid Percent
Valid	SINGLE	140	41.5%
	MARRIED	150	44.5%
	WIDOWED/DIVORECED	47	14.0%
	Total	**337**	**100.0%**

Source: SPSS Version 21, 2026

The table shows that 140 respondents (41.5%) were single, while 150 respondents (44.5%) were married. In addition, 47 respondents (14.0%) were widowed or divorced. The result indicates that married respondents constituted the largest proportion of the sample, followed by single respondents. The presence of respondents across the three marital-status categories suggests that the study captured views from respondents with different marital backgrounds

4.1.4 AGE BRACKET

		Frequency	**Valid Percent**
Valid	25-30	106	31.5%
	31-40	115	34.1%
	41-50	28	8.3%
	51-1BOVE	88	26.1%
	Total	**337**	**100.0%**

Sources: Filed Survey 2026

The age distribution is also useful to the study because employees from different age groups may have different perceptions of green reward, recognition policies and operational efficiency. The inclusion of younger, middle-aged and older respondents therefore provides a broader basis for assessing how these workplace practices are perceived within the university. The distribution shows that the 337 respondents were adequately spread across the specified age brackets, providing a reasonable demographic representation for the study.

4.2 Data Analysis

Question 1: How does green reward affect operational efficiency in Chukwuemeka Odumegwu Ojukwu University, Igbariam

Table 4.2.1 Green reward and operational efficiency

S/N	Item Description	SA	A	SD	D	U	total	X	SD
1	The university provides rewards to employees who demonstrate environmentally friendly practices in their work.	145 (43.0%)	120 (35.6%)	18 (5.3%)	34 (10.1%)	20 (5.9%)	337 (100%)	4.00	1.19
2	Employees who contribute to environmental sustainability are adequately recognized and rewarded by the university.	160 (47.5%)	115 (34.1%)	15 (4.5%)	27 (8.0%)	20 (5.9%)	337 (100%)	4.09	1.17
3	Green rewards motivate employees to adopt environmentally responsible practices in their daily activities.	150 (44.5%)	125 (37.1%)	14 (4.2%)	30 (8.9%)	18 (5.3%)	337 (100%)	4.07	1.15
4	The university's reward system encourages employees to reduce waste and use organizational resources efficiently.	155 (46.0%)	110 (32.6%)	20 (5.9%)	35 (10.4%)	17 (5.0%)	337 (100%)	4.04	1.18
5	Green reward practices have improved the efficiency and productivity of employees in the university.	148 (43.9%)	119 (35.3%)	16 (4.7%)	34 (10.1%)	20 (5.9%)	337 (100%)	4.01	1.20

Sources: Filed Survey 2026

Since all the mean scores are above the midpoint of 3.00, the responses generally indicate that respondents agree that green reward practices contribute positively to operational efficiency at Chukwuemeka Odumegwu Ojukwu University, Igbariam. The standard deviation values, ranging from 1.15 to 1.20, indicate a moderate spread of responses around the respective means.

Question 2: Examine the effect of recognition policies on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam

Table 4.2.2 Recognition Policies and Operational Efficiency

S/N	Item Description	SA	A	SD	D	U	total	X	SD
6	The university regularly recognizes employees who demonstrate outstanding performance in their duties.	153 (45.4%)	78 (23.1%)	18 (5.3%)	56 (16.6%)	32 (9.5%)	337 (100%)	3.87	1.30
7	Employees who perform their duties efficiently receive appropriate recognition from the university.	148 (43.9%)	86 (25.5%)	20 (5.9%)	52 (15.4%)	31 (9.2%)	337 (100%)	3.86	1.29

8	Recognition of employees' contributions motivates them to improve their job performance.	156 (46.3%)	82 (24.3%)	17 (5.0%)	50 (14.8%)	32 (9.5%)	337 (100%)	3.92	1.27
9	The university's recognition policies encourage employees to achieve organizational goals effectively.	160 (47.5%)	80 (23.7%)	19 (5.6%)	48 (14.2%)	30 (8.9%)	337 (100%)	3.93	1.28
10	Employee recognition practices have contributed to improved operational efficiency in the university.	151 (44.8%)	84 (24.9%)	18 (5.3%)	52 (15.4%)	32 (9.5%)	337 (100%)	3.88	1.28

Sources: Filed Survey 2026

The findings suggest that recognition policies are positively perceived by employees and may enhance motivation, goal attainment, job performance, and operational efficiency in the university. The standard deviation values, which range from 1.27 to 1.30, indicate a moderate variation in respondents' opinions around the mean scores.

4.3 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.3.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.902[a]	.662	.643	.11789	.162	8.583	4	333	.000	1.633

a. Predictors: (Constant), GRD, RGP

b. Dependent Variable: OPE

The R-square (R^2) value of 0.662 indicates that 66.2% of the variation in operational efficiency is jointly explained by green reward and recognition policies. The remaining 33.8% of the variation in operational efficiency is explained by other factors not included in the model. This suggests that the two independent variables have substantial explanatory power in predicting operational efficiency. The adjusted R-square of 0.643 indicates that after adjusting for the number of predictors in the

model and the sample size, approximately 64.3% of the variation in operational efficiency is explained by green reward and recognition policies. The relatively small difference between the R-square and adjusted R-square values suggests that the model provides a reasonably stable explanation of operational efficiency.

The model has 4 degrees of freedom for the regression and 333 degrees of freedom for the residual, with a total sample size of 337 respondents. The significant F-change confirms that the predictors, considered together, provide a statistically meaningful explanation of operational efficiency. Finally, the Durbin-Watson statistic of 1.633 is reasonably close to the benchmark value of 2. This suggests that there is no serious problem of autocorrelation among the residuals and that the independence assumption of the regression model is reasonably satisfied.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.477	4	.119	8.583	.000[b]
	Residual	2.474	333	.014		
	Total	2.951	337			

Therefore, the result indicates that green reward and recognition policies jointly have a statistically significant effect on operational efficiency in Chukwuemeka Odumegwu Ojukwu University, Igbariam**.** The finding implies that the combined implementation of environmentally oriented reward practices and employee recognition policies can contribute meaningfully to improving operational efficiency within the university. In practical terms, rewarding employees for environmentally responsible behaviour and recognizing employees for outstanding performance may motivate them to work more efficiently, utilize organizational resources effectively, and contribute toward achieving institutional objectives.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.668	.076		8.780	.000	.518	.819
	GRD	.124	.024	.474	2.078	.005	.076	.172
	RGDP	.083	.019	.407	3.462	.000	.046	.120

a. Dependent Variable :OPE

The coefficient of Green Reward (GRD) is 0.124, with a standard error of 0.024 and a standardized beta coefficient of 0.474. The t-statistic is 2.078, with a significance value of 0.005. Since the p-value of 0.005 is less than 0.05, green reward has a positive and statistically significant effect on operational efficiency. Therefore, the null hypothesis that green reward has no significant effect on operational efficiency is rejected. The positive coefficient of 0.124 implies that a one-unit increase in green reward is associated with a 0.124-unit increase in operational efficiency, holding recognition policies constant. The standardized beta of 0.474 indicates that green reward has a relatively strong positive contribution to operational efficiency in the model. The finding suggests that rewarding employees for environmentally responsible practices can encourage them to use organizational resources more efficiently, reduce waste, adopt sustainable work practices, and improve their overall productivity.

Recognition policies (RGDP) have a coefficient of 0.083, with a standard error of 0.019 and a standardized beta of 0.407. The t-statistic is 3.462, while the significance value is 0.000. Since 0.000 < 0.05, recognition policies have a positive and statistically significant effect on operational efficiency. Consequently, the null hypothesis that recognition policies have no significant effect on operational efficiency is rejected. The coefficient of 0.083 indicates that a one-unit increase in recognition policies is associated with a 0.083-unit increase in operational efficiency, assuming green reward remains constant. The standardized beta of 0.407 indicates that recognition policies make a substantial positive contribution to operational efficiency. This finding implies that recognizing employees for good performance, acknowledging their contributions, and encouraging achievement can enhance employee motivation and commitment, thereby improving operational efficiency within the university.

4.4.1 Test of Hypothesis One

Ho_1: Green Reward (GRD) has no significant effect on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam

Green Reward has a t-statistics of 2.078 and a probability value of 0.005 which is statistically significant. Therefore, we accept the null hypothesis and reject the null hypotheses which state Green Reward (GRD) has significant effect on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam.

4.4.2 Test of Hypothesis Two

Ho_1: Recognition policies (RGP) has no significant effect on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam

In testing this hypothesis, the t-statistics and probability value in table above is used. Recognition policies have a t-statistics of 3.462 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Recognition policies (RGP) has significant effect on operational efficiency in Chukwuemeka Odumegwu Ojukwu University Igbariam

CONCLUSION

Based on the findings of the study on the effect of green reward and recognition

policies on operational efficiency in Chukwuemeka Odumegwu Ojukwu University, Igbariam, the study concludes that employee-oriented reward and recognition practices are important mechanisms for improving operational efficiency within the university. The study established that green reward and recognition policies jointly have a significant effect on operational efficiency, as indicated by the F-statistic of 8.583 and significance value of 0.000. The model's R-square of 0.662 indicates that the two explanatory variables jointly account for 66.2% of the variation in operational efficiency. This demonstrates that reward and recognition practices constitute important factors in explaining operational efficiency within the institution. Comparatively, green reward recorded a higher standardized beta coefficient (β = 0.474) than recognition policies (β = 0.407), suggesting that green reward makes a slightly stronger relative contribution to operational efficiency. The study therefore concludes that universities can improve operational efficiency by combining environmentally oriented reward systems with effective employee recognition practices. Based on the findings of the study, the following recommendations are made:

1. Management of Chukwuemeka Odumegwu Ojukwu University should introduce and maintain reward schemes for employees who demonstrate environmentally responsible behaviour, such as waste reduction, energy conservation, efficient use of materials and adoption of sustainable work practices.
2. Employee performance assessments should include appropriate environmental and resource-efficiency indicators. This will encourage employees to consider sustainability while carrying out their daily responsibilities.

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