EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT ON PERFORMANCE OF HEALTH FACILITIES IN SOME SELECTED PRIVATE HOSPITALS IN MINNA

By
Mohammed Babakobo Ibrahim
mohammedbabakoboibrahim@gmail.com
Nuhu Ango Aliyu
Abdullahi Babandako Yusuf

Abstract
This study examined the effect of green human resource management on performance of health facilities from some selected private hospitals in Minna metropolis. This study adopted a survey research method. Questionnaire was the main instrument used in the study and was measured using 5-point Likert scale. A sample of one hundred and thirty-three (133) employees of these private hospitals using Taro Yamane (1973) sample size were selected from a population of one hundred and fity-four (154) employees using simple random probability sampling technique. The data generated through questionnaires were analyzed using Multiple Regression analysis. The regression results show that Green HRM practices have a considerable impact on the organizational performance of private hospitals in the Minna metropolis. The study therefore recommended among others; that the private hospitals should organize and implement more training programs for its employees. They should also establish green behavior-supportive policies in order to safeguard the environment.
Keywords: Environmental Sustainability, Green Human Resource Management, Organizational Performance.

1.1 Introduction

Environmental sustainability is a growing worldwide concern and is now a top priority in both developed and developing nations (Khan and Noorizwan, 2020). In order to address environmental challenges and help minimize and control waste in business operations, organizations are being pushed to embrace, implement, and incorporate green practices into their organizational strategy and policies (Chaudhary, 2021). Thus, green human resource management (GHRM) has drawn a lot of interest in the literature on environmental management. Green human resource management" (HRM) refers to the comprehension of the relationships between a firm's operations that have an impact on the environment and the formulation, evaluation and the implementation of green practices into HRM (Haldorai et al., 2022).

The alignment of human resource management (HRM) and environmental management (EM) is referred to as "green human resources management." In order to boost environmental performance, this alignment tries to encourage businesses to increase employee commitment to the environment (Schuler and Jackson 2014). In order to accomplish organizational goals, Mwita (2019) defines "Green Human Resource Management (GHRMP) as a process that makes use of human resources at work while making conscious efforts to ensure that the process contributes to environmental sustainability. To enhance an organization's performance, GHRM includes a number of conventional techniques (such as employee engagement, recruitment, awards, and training). These human resource management procedures increase effectiveness and cut expenses. Therefore, GHRM is essential for businesses to generate a positive brand, an environmentally conscious workforce, uphold social responsibility, and ultimately outperform rivals. According to some, GHRM helps businesses achieve their

objectives by influencing staff members' attitudes, behaviors, and opinions of how appealing and prestigious the company is (Muisyo et al., 2021; Guilot-Soulez et al., 2022).

The concept of organizational performance has attracted more attention recently because it is practically used in every aspect of human endeavor. Organizational performance is the interpretation of reality, which accounts for the wide range of criticisms of the idea and the metrics used to measure it. According to Elena & Cliveanu (2016), organizational performance includes both actions and outcomes. An abstract concept is performed and transformed into a physical action through the performer's behaviors. Behaviors aren't merely means to an end; they are products of the physical and mental effort put forth for task execution, and they can be evaluated independently of results. Many firms in Africa have not fully embraced green behavior and green human resource management practices. As a result, natural resource exploitation and waste are still widespread practices in businesses with an African foundation. This may be a result of management and staff members' and employees' inability to establish and implement rules that encourage green behavior at work (Sylvia, 2023).

Furthermore, GHRM is not much studied in Nigeria, despite the urgent need for green organizations. Because there is a study shortage in this field, it is crucial to investigate GHRM in Nigeria. However, few research that study GHRMP in Nigeria are Victor and Worlu (2022) and Amanawa, Nwiyii, and Micah (2022). The need for the research stems from this gap in the body of knowledge. Therefore, the purpose of this study is to analyze how human resource management may be made more environmentally friendly and to look at how green practices like reward systems, training and development, and hiring affect organizational performance in the Nigerian healthcare industry. Green Human Resource Management Practices and Organizational Performance and Sustainability are strongly related, according to studies by Sylvia (2023), Shaista, Shed, and Nazar (2022), Victor and Worlu (2022), Khawla, Raya, and Mohammed (2021), Alam, Xiongying, and Nafisa (2021), and Amanawa, Nwiyii, and Micah (2022). Green human resource management methods have a positive impact on corporate social responsibility, commercial performance, and environmental sustainability, according to a Mwita (2019) study. Only the study by Adnan (2018) found a significant correlation between green human resource management techniques and organizational performance in the Jordanian health sector among all the literature that was analyzed. Other researchers placed more of an emphasis on organizational effectiveness in different sectors and environmental sustainability. Additionally, only a small number of researchers concentrated on Africa; the majority were global in scope. In order to analyze green human resource management and performance of health facilities, this research study is based on data from private hospitals in the Minna metropolis.

1.2 Research Objectives

The main research objective is to investigate the effect of green human resource management practices on performance of health facilities in some selected private hospitals in Minna metropolis. The subsidiary objectives are:

i. To assess the impact of green recruitment and selection on performance of health facilities in some selected private hospitals in Minna metropolis;
ii. To ascertain the effect of green training and development on performance of health facilities in some selected private hospitals in Minna metropolis; and
iii. To determine the impact of green reward management on performance of health facilities in some selected private hospitals in Minna metropolis.19

1.3 Research Hypotheses

H_{o1}: Green recruitment and selection has no significant impact on performance of health facilities in some selected private hospitals in Minna metropolis

H_{o2}: Green training and development has no significant effect on performance of health facilities in some selected private hospitals in Minna metropolis

H_{o3}: Green reward management has no significant impact on performance of health facilities in some selected private hospitals in Minna metropolis

2.0 Literature Review

2.1 Concept of Green Human Resource Management

GHRM is the use of HRM principles to promote environmental causes and the sustainable use of resources inside businesses, both of which increase employee satisfaction and morale (Mousa & Othman, 2020). GHRM is the alignment of human resource management (HRM) and environmental management (EM). In order to boost environmental performance, this alignment tries to encourage businesses to increase employee commitment to the environment (Schuler and Jackson 2014). In order to accomplish organizational goals, Mwita (2019) defines "Green Human Resource Management" as a process that makes use of human resources at work while making conscious efforts to ensure that the process contributes to environmental sustainability. GHRM is an acronym for good human resource management and refers to the HRM components of environmental management.

2.1.1 Elements of Green Human Resource Management

i. **Green Recruitment and Selection:** It entails minimal environmental effect and paperless hiring (Berber and Aleksi, 2016). The recruitment process is created by the HRM team to be less expensive, time-consuming, and labor-intensive. The following are a few examples of green hiring techniques- Online job advertising and application submission, environmental values and standards should be included in employment advertisements. Job descriptions should reflect sustainability agendas and candidates are asked about the environment when choosing candidates. Interviews can be conducted over the telephone or via electronic conferencing.

ii. **Green Training and Development:** Green HR training and development programs are those that are designed and put into place to educate staff members about their responsibility for environmental protection and conservation. It improves the employees' environmental knowledge, attitudes, and skills. After joining, employees ought to value the company's green policies and practices (Mehta and Chugan, 2015).

iii. **Green Performance Management:** In these procedures, the employees' environmental goals and targets are set, and their performance is evaluated in relation to the targets. Green objectives and targets ought to be mentioned in the job description and connected to the system of performance review (Mehta and Chugan, 2015).

iv. **Green Benefits and Compensation:** The goal of the green reward system, which includes both monetary and non-monetary incentives, is to encourage staff members who meet their environmental objectives and develop resource-efficient solutions to protect the environment. Awards based on recognition are given to candidates who have excelled in achieving their environmental goals. According to Berber and Aleksi (2016), this will boost employee productivity, loyalty, job satisfaction, and motivation.

2.2 Concept of Organizational Performance

The degree to which organized teams or groups of individuals are successful in carrying out a certain task might be characterized as organization performance. An organization is considered to be performing well when all of its elements come together to generate outcomes that can be

evaluated in relation to the value provided to the client (Masa'deh, Gharaibeh, Maqableh, & Karajeh, 2018). Organizational performance, according to Cho & Dansereau (2010), compares a company's performance to its aims and objectives. When assessing a company, organizational performance is a crucial factor to consider. Likewise, the way that workers behave inside a company has a significant impact on how well the firm performs (Saunah, Rina, Raja, Roslina, Faridah, Sofwah, & Juliana, 2020).

2.2.1 Elements of Organizational Performance

i. **Organizational Effectiveness:** According to John-Eke and Akintokunbo (2020), organizational effectiveness is one performance metric used to evaluate how outputs interact with the social and economic environments. In general, effectiveness dictates the stated goals of the company or the degree to which its goals are achieved, according to Zheng, Yang, and McLean (2010).

ii. **Organizational Efficiency:** Organizational efficiency is the capacity of an entity to manage its resources. Based on metrics like headcount and cost of production per unit, an organization's organizational efficiency may be measured (Abdulla, Sami & Muammer, 2019). In order to achieve their goal, vision, and strategic objectives, most businesses gauge success in terms of efficiency.

iii. **Employee Productivity:** Employee Productivity is the capacity of an employee to generate high-quality results with few inputs. According to Ogolla & Oluoch (2019), staff productivity is a significant factor that impacts an organization's success since it establishes the required amount of output that a business must disclose based on its input level. In every firm, human services are an essential component of production factors and cannot be disregarded.

However, for the purpose of this study, performance of private health facilities is measured using employee productivity. This is because when employees are satisfied with the facilities in the hospital, they will be more productive which will lead to overall performance of the organization.

2.2 Review of Empirical Literature

The effectiveness of organizations and green human resource practices has been the subject of numerous studies. For instance, Adnan (2018), investigates the connection between environmental performance in Jordanian health service organizations and green human resource management (HRM) approaches, such as green recruiting and selection, green training and development, and green awards. A questionnaire survey that was conducted between April and May 2018 among Jordanian health service organizations is used to test the research hypotheses. In order to reduce the confounding effects of non-controllable aspects in the research study, such as legislative, cultural, and economic contexts, the researchers decided to concentrate on a specific sector in their design. The findings indicate a moderate adoption of green human resource management in Jordanian hospitals; recruiting and selection showed the strongest association, while training and development showed the weakest. This study, which is said to be the first of its kind in Jordan, shed insight on how environmental performance in health service organizations, notably hospitals, may be provided through human resource functions. However, the researchers failed to state the method used in estimating the sample size for their study. By choosing the sample size in accordance with Taro Yamane (1967), this study seeks to close this gap.

Sylvia (2023) also examined the impact of environmentally friendly human resource management techniques on African organizations' efficacy and efficiency. The research found a significant link between effective and efficient organizational performance and green human resource management strategies. According to the study's findings, organizations that

implement green human resource management practices gain advantages such as improved public perception, competitive advantage, a devoted and loyal workforce, high performance, increased awareness of environmental protection, and the capacity to uphold environmental protection laws. The recommendations were that more training programs be developed and implemented in organizations to raise awareness of green human resource management practices and how these practices contribute to organizational effectiveness and efficiency. However, the study failed to use robust method to analyze the data or test any hypotheses. By using simple linear regression for data analysis and hypothesis testing, this work aims to close this gap.

Shaista, Shed & Nazar (2022) examined the impact of environmentally friendly HR policies on business performance. 213 workers of the NADRA Regional Office in Sukkur were surveyed quantitatively using a 5-point Likert scale-based structured questionnaire. Through statistical testing and validation, using SPSS, hypotheses were validated. The findings showed that elements of green HRM, such as green hiring and selection, green compensating and rewarding employees, and green employee engagement, had positive and significant effects on the performance of organizations. Adopting high-green organizational culture and prudent human resources management will give NADRA a competitive advantage. However, the researchers failed to state the method used in estimating the sample size for their study. By choosing the sample size in accordance with Taro Yamane (1967), this study seeks to close this gap.

The study by Victor and Worlu (2022) examined at the relationship between organizational performance of businesses in Rivers State and green human resource management. In order to increase organizational performance, the four aspects of green human resource management—green recruitment and selection, green training and development, green performance management, and green compensation and reward management were studied. The study's results therefore show that green human resource practices have a big impact on how well organizations perform. It was suggested that human resource management incorporate environmental considerations into the hiring process. Employees in this situation will have a better understanding of environmental protection and be able to carry out tasks effectively. However, the study failed to use robust method to analyze the data or test any hypotheses. By using simple linear regression for data analysis and hypothesis testing, this work aims to close this gap.

The effect of green HRM on the sustainable performance of the manufacturing sector in the United Arab Emirates (UAE) was studied by Khawla, Raya, and Mohammed in 2021. 111 UAE manufacturing workers that responded to a survey were the sample size. Different statistical techniques, including the t-test, Analysis of Variance (ANOVA), and Pearson correlation, were used to assess the data obtained. Results revealed a degree of sustainable performance and green practices that is universally recognized. The green HRM has a beneficial effect on environmental, economic, and social performance parameters, according to the results. Being the first study to look into how green HRM affects performance in the UAE gives this article its value. However, the research is limited to manufacturing firms in UAE. This study focused on health industry in Nigeria.

Alam, Xiongying and Nafisa (2021) evaluate the impact of green human resource management (GHRM) practices on the organization's overall performance (OEP) and identify ways that organizations can use GHRM practices to enhance their EP through green employee empowerment (GEE). The primary respondents were one from each industry, restricted to top management, HR managers, quality managers, or employees of manufacturing enterprises. The study was based on a questionnaire survey that received 340 replies from the manufacturing sectors. The study evaluated validity and reliability of the questionnaires. The PLS path

modeling method was used to analyze the data and test the hypothesis. The empirical results demonstrate that GEE mediates the relationship between GHRM practices and OEP, which has a considerable overall impact on OEP. The results indicated that GHRM procedures might encourage staff members to operate sustainably in order to boost environmental performance. However, the report omitted to mention the sampling size method they used. This study aims to close this gap by choosing the sample size in accordance with Taro Yamane (1967).

The relationship between green human resource management techniques and organizational performance of Oil and Gas Firms in Rivers State is examined by Amanawa, Nwiyii, and Micah (2022). The explanatory cross-sectional survey research design was used to conduct the study. The chosen forty (40) oil and gas companies in Rivers State, Nigeria made up the study's sample. Purposive sampling method was used in the work. In light of this, the sample size for this study involved the five managers from each of the forty (40) oil and gas companies in Rivers State, giving a total of 200 managers (5*40). Crombach Alpha was used to determine the instrument's dependability, with the least coefficient up to 0.743. Only 172 of the 200 surveys that were issued were actually retrieved. With the use of SPSS Version 22.0, the field data were examined using the t-test and Spearman's Rank Order Correlation Coefficient. The results of the study revealed that green human resource management practices have a strong significant positive relationship with the profitability of oil and gas firms in Rivers State. Based on the findings and discussion of the findings, the study came to the conclusion that timely adoption and usage of green human resource management practices, such as green recruitment, green training, and green reward, leads to a progressive change in organizational performance in Oil and Gas Firms and other organizations. The study recommended firms to make sure they implement green recruitment and selection methods. The study, however, concentrated on Nigeria's oil and gas sector. By analyzing the effects of green human resource management on private hospitals in Nigeria, this study addresses a research gap.

2.3 Theoretical Framework

AMO Theory

AMO theory is used to guide this investigation. Ability, Motivation, and Opportunity is referred to as AMO and is propounded by Appelbaum, Bailey, Berg & Kalleberg (2000). The notion holds that an employee's skill, motivation, and access to opportunities to achieve are all related to their level of performance. This suggests that when individuals have the necessary information and abilities, are motivated, and are given opportunities to use their knowledge and skills, a company is more likely to perform better. The ability, motivation, and opportunity (AMO) framework, which was introduced in 2000, has gained widespread acceptance as a way to describe how human resources management and performance are related (Marin-Garcia & Tomas, 2016). Based on the theory's applicability to green HRM, it was chosen. When employees possess the necessary green knowledge and skills (ability), are provided financial and non-financial incentives to adapt and utilize green HRM (motivation), and are given opportunities to use their green knowledge and skills in organizations (opportunity), practicing green HRM may be affected.

3.1 Methodology

This study used a survey method. The survey method is often used for descriptive and quantitative research. The survey design collects quantitative information that can be analyzed using descriptive and inferential statistics. The study population consists of employees of private hospitals in Minna metropolis. Specifically, nine private hospitals in Minna are selected for study because of the adoption of Green Human Resource Management Practices in their organization, and consent to participate in the survey. According to the human resource

department of these selected private hospitals, there are one hundred and fifty-seven (157) employees all together in these private hospitals in Minna. A Sample Size of one hundred and thirty-three (133) employees was selected using the sample size table of Taro Yamane (1967) which is presented in table 3.1 below:

Table 3.1: Population and Sample size

S/N	Name of Hospitals	Population of staff	Sample size
1	Bay Specialist Hospital	15	13
2	Unity Hospital	15	13
3	Top Medical Hospital	10	8
4	Divine Mercy Hospital	36	30
5	Savannah Hospital	20	17
6	Shiloh Hospital	16	13
7	Imani Specialist Hospital	21	18
8	Standard hospital	21	18
9	Mustapha Specialist hospital	4	3
	Total	**157**	**133**

Source: Researchers survey, 2023

The study used the simple random method to select the employees of the private hospitals. Questionnaire was used to obtain the basic information needed for the study, which was administered by the researcher in the field himself. There are two sections in the questionnaire. Section "A" concentrates on the biodata of the respondents, while Section "B" concentrates on the survey variables which was measured based on 5-point Likert scale statements. The independent variables consist of green human resource management which is measured using three elements: green recruitment and selection, green training and development and green reward management adopted from the works of Subhadeep, Soumendra, Nabanita and Urvashi (2020). The dependent variable also consists of organizational performance which is also measured using employee productivity and is adopted from the works of Monicah & Thomas (2019). The collected data was analyzed using quantitative data analysis methods. The questionnaire data were coded and entered into the computer using the Statistical Package for Social Science (SPSS Version 23) for analysis. Means, standard deviations, and correlations were obtained for each independent and dependent variable. Organizational performance was then regressed on the three independent variables using a regression model. The study also used multiple regression analysis (MRA). The model in the regression of coefficients was adapted from the work of Monicah & Thomas (2019) and is presented as follows:

$OP = \alpha + \beta_1 GRS + \beta_2 GTD + \beta_3 GRM + e$;

Where:

α: Constant; OP= Organizational Performance; GRS: Green Recruitment and Selection; GTD: Green Training and Development; GRM: Green Reward Management; e: Error Term

4.0 Data Analysis and Discussion of Findings

A total number of one hundred and thirty-three (133) employees of private hospitals in Minna metropolis were sampled and data gathered by means of a structured questionnaire. One hundred and twenty-eight (128) were properly filled and returned by the respondents.

4.1.1 Normality Test

This study used Skewness and Kurtosis to determine the normality of the distribution. Hair, Black, Barbn and Anderson (2010) opined that for a data to be normally distributed, the values for Kurtosis should be between -7 to +7 and that of Skewness should be between -2 to +2. Therefore, table 2 below shows that the data met the assumptions above.

Table 2: Normality Test using Kurtosis and Skewness

Variables	Kurtosis	Skewness	Decision
Green Recruitment and Selection (GRS)	-1.049	0.20	Normal
Green Training and Development (GTD)	-1.106	-0.372	Normal
Green Reward Management (GRM)	0.093	-0.487	Normal
Organizational Performance (OP)	0.058	0.083	Normal

Source: Researchers computation using SPSS

4.2 Test of Hypotheses

4.2.1 Test of Hypotheses I

H_{o1}: Green recruitment and selection has no significant impact on performance of health facilities in some selected private hospitals in Minna metropolis.

Table 3: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.984[a]	.968	.967	.731	.230

a. Predictors: (Constant), GRS

b. Dependent Variable: OP

The regression result from table 3 above shows a multiple correlation of value of R which is 0.984 indicate a good level of prediction, the R Square value of 0.968 shows that the independent variable explains 97% of the variability of the dependent variable - Organizational Performance. The Adjusted R Square of 0.967 indicate that 96.7% of the variability of the dependent variable is accounted for independent variable.

Table 4: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2006.423	1	2006.423	3751.906	.000[b]
	Residual	67.382	126	.535		
	Total	2073.805	127			

a. Dependent Variable: OP

b. Predictors: (Constant), GRS

The table 4 above indicates that the model is statistically significant with F value of 3751.906 and a P value of .000. We can conclude that the independent variable (Green Recruitment and Selection) predicts the changes in dependent variable - Organizational Performance.

Table 5: Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.415	.363		-9.408	.000
	GRS	1.023	.017	.984	61.253	.000
a. Dependent Variable: OP						

Table 5 indicates that Green Recruitment and Selection have positive and significant effect on Organizational Performance (P = .000<0.05). Therefore, we reject the null Hypotheses and accept the alternative hypotheses which states that Green Recruitment and Selection have significant effect on Organizational Performance of Private Hospitals in Minna metropolis.

4.2.2 Test of Hypotheses II

H_{o2}: Green training and development has no significant effect on performance of health facilities in some selected private hospitals in Minna metropolis

Table 6: Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.972[a]	.944	.944	.959	.189
a. Predictors: (Constant), GTD					
b. Dependent Variable: OP					

The regression result from table 6 above shows a multiple correlation of value of R which is 0.972 indicate a good level of prediction, the R Square value of 0.944 shows that the independent variable explains 94% of the variability of the dependent variable - Organizational Performance. The Adjusted R Square of 0.944 indicate that 94.4% of the variability of the dependent variable is accounted for independent variable.

Table 7: ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1958.014	1	1958.014	2130.644	.000[b]
	Residual	115.791	126	.919		
	Total	2073.805	127			
a. Dependent Variable: OP						
b. Predictors: (Constant), GTD						

Table 7 above indicate that the model is statistically significant with F value of 2130.644 and a P value of .000. We can conclude that the independent variable (Green Training and Development) predict the changes in dependent variable - Organizational Performance.

Table 8: Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.616	.443		-3.647	.000
	GTD	1.041	.023	.972	46.159	.000
a. Dependent Variable: OP						

Table 8 indicate that Green Training and Development have positive and significant effect on Organizational Performance (P = .000<0.05). Therefore, we reject the null Hypotheses and accept the alternative hypotheses which states that Green Training and Development have significant effect on Organizational Performance of Private Hospitals in Minna metropolis.

4.2.3 Test of Hypotheses III

H_{03}: Green reward management has no significant impact on performance of lth facilities in some selected private hospitals in Minna metropolis

Table 9: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.996[a]	.992	.992	.359	.345

a. Predictors: (Constant), GRM

b. Dependent Variable: OP

The regression result from table 9 above shows a multiple correlation of value of R which is 0.996 indicate a good level of prediction, the R Square value of 0.992 shows that the independent variable explains 99% of the variability of the dependent variable - Organizational Performance. The Adjusted R Square of 0.992 indicate that 99.2% of the variability of the dependent variable is accounted for independent variable.

Table 10: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2057.575	1	2057.575	15973.702	.000[b]
	Residual	16.230	126	.129		
	Total	2073.805	127			

a. Dependent Variable: OP

b. Predictors: (Constant), GRM

The table 10 above indicates that the model is statistically significant with F value of 15973.702 and a P value of .000. We can conclude that the independent variable (Green Reward Management) predict the changes in dependent variable - Organizational Performance.

Table 11: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.927	.142		6.513	.000
	GRM	.955	.008	.996	126.387	.000

a. Dependent Variable: OP

Table 11 indicates that Green Reward Management have positive and significant effect on Organizational Performance (P = .000<0.05). Therefore, we reject the null Hypotheses and accept the alternative hypotheses which states that Green Reward Management have significant effect on Organizational Performance of Private Hospitals in Minna metropolis.

4.3 Discussion of Findings

Result from test of hypotheses I indicate that Green Recruitment and Selection has positive and significant effect on Organizational Performance among employees of private hospitals in Minna metropolis. The results of hypotheses II also indicate that Green Training

and Development have positive and significant effect on Organizational Performance of private hospitals in Minna metropolis. Likewise, result from test of hypotheses III also shows that Reward Management have positive and significant effect on Organizational performance of private hospitals in Minna metropolis. Therefore, we conclude that Green Human Resource Management Practices have significant effect and on Performance of Health Facilities in some selected Private Hospitals in Minna metropolis. This is in line with the findings of Shaista, Shed & Nazar (2022), Victor and Worlu (2022), Khawla, Raya & Mohammed (2021), Alam, Xiongying & Nafisa (2021) and Amanawa, Nwiyii & Micah (2022).

5.1 Conclusion and Recommendations

This research used a survey research design. A structured questionnaire with a 5-point Likert scale was the instrument utilized. Multiple Regression analysis was used to examine the data collected through questionnaires. The test of hypothesis regression results show that green recruitment and selection have a favorable and significant impact on organizational performance among staff members of private hospitals in the Minna metropolis. The findings of hypothesis II further support the notion that organizational performance at private hospitals in the Minna metropolis is positively and significantly impacted by green training and development. Reward Management has a favorable and significant impact on the organizational performance of private hospitals in the Minna metropolitan, according to the results of the test of hypothesis III. As a result, we draw the conclusion that Green HRM practices have a considerable impact on the organizational performance of private hospitals in the Minna city ($P = 0.000 < 0.05$).

5.2 Recommendations

Based on the findings, the study recommended that more training programs be developed and implemented in firms. In order to generate graduates who are aware of green behavior, academic institutions of higher learning and professional institutions should incorporate content on green human resource management practices in their curricula. Organizations should also establish green behavior-supportive policies in order to safeguard the environment. Employers ought to select candidates with experience in environmentally friendly behavior.

The report also suggests implementing green initiatives that will aid in environmental preservation, advance worker health and safety, and foster the training of competent workers. For improved societal growth, these programs must put an emphasis on inclusivity, which includes management, employees, the community, and the natural environment. HR professionals are urged to comprehend business requirements in order to develop compensation programs that alter employee behavior and, over time, increase organizational effectiveness. The success of the organization can be attributed in large part to the reward system, which can be viewed as being in line with the firm's overall strategy.

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