

Human Resources Practices and Employee Performance in Oil Companies in Rivers State

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Abstract

The link between human resources practices and employee performance in oil companies Rivers State's is examined in this research. Three research questions and three hypotheses were raised for the study. The cross-sectional survey method was used for this investigation. 2, 866 administrative staff members who work in the Rivers State corporate headquarters of the 54 licensed oil companies made up the study's population. The Taro Yamene Formula was used to establish the sample size for the study, which consisted of 351 employees. Purposive sampling was used with accessible, easy-to-use random sampling to steer this investigation. The study was properly validated, 0.85 reliability coefficient index was established. The questionnaire was utilized in this study to gather data. Mean and standard deviation were utilized to analyze

research questions and Spearman's analysis was employed to test the hypotheses at 0.05 Alpha level. From the findings, the study concluded that first, there is greater levels of recruiting were linked to higher levels of employee performance. Second, training was correlated with greater levels of employee performance. Third, compensation was correlated with employee performance. Based on the study's results, it was advised that companies should ensure that they put recruitment and selection practices in place to improve their performance and comply with statutory and ethical standards. Human Resource Management should conduct capacity building in training form on company management for all employees and managers, which can improve employees' knowledge and skills in managing the company and the corporation should not focus on rewarding employees with intentions to make them more environmentally conscious. However, it could be used as compensation for work done so that rewards are given to any employee in the company who performs well.

Keywords: Human Resource Practices, Recruitment, Training, Compensation.

Background to the Study

The idea of "human resource practices" (RHP) is new but gaining traction globally. For various people, it means different things. There is not a thorough explanation of HRP. According to Davis (2021), it is a collection of guidelines, procedures, and systems that encourage a business's employees to operate sustainably to build a socially conscious, resource efficient, and ecologically aware company. The question of how to incorporate ecological practices into human resource policy, sometimes called Human Resources Practices, has become more prevalent due to the growing importance of sustainable development in creating a modern company's competitive edge. Oil companies have clearly cut-out policies that spell out how human resource management functions such as recruitment, compensation, training and daily operations are to be done.

Recruitment is the process of selecting the right person, for the right position at the right time. The educational qualifications, experience, abilities and skills of the individuals need to be taken into consideration when recruitment takes place. Depending on need, oil companies fill in their vacancies using internal or external

sources. In addition to sourcing for applications from qualified candidates online, oil companies in Rivers State source some of their employment candidates from their host community in pursuance of their memorandum of understanding with the host communities. However, the question here is whether these communities can actually provide applicants with the right skill sets and qualifications. The recruitment process in oil companies is supposed to be a well-structured and organized process of attracting, selecting and appointing potential candidates to meet the needs and requirements of the firm (Klug, 2017). Unfortunately, recruitment processes in some of the oil companies in Rivers State are often fraught with sentiments and gratifications on the part of those appointed to run the process.

Training is another cardinal human resource practice for oil companies operating in Rivers State. Beardwell and Holden (2001) stated that training is a planned process that is used to change attitudes, knowledge, skills and behavior through the learning experience in order to achieve effective performance in a specific activity or range of activities. Its purpose, in the work context, is to develop the abilities of individuals and to satisfy the current and future needs of the organization. Training can be on-the-job or off-the-job depending on the needs of the company. This definition links training and planning process with training as a planned operation aimed at modifying skills through the application of experience and education. The researcher's interaction with some of the stakeholders of oil companies in Rivers State suggests that tribalism, favouritism, and other non-professional factors tend to cripple the very essence of trainings. In addition to recruitment and training, compensation is another important aspect of human resource practices of oil companies.

Compensation represents both intrinsic and extrinsic rewards that employees receive for performing their jobs. When a company is ready to hire employees, it must develop a process to reward those employees. This process is referred to as the compensation process. There are five main steps involved in the process of compensation practices namely; company's strategy, compensation policy, job analysis and evaluation, analysis of contingent factors, design and implementation of the compensation plan and finally, evaluation and review (Cross, 2019). While Oil Company workers are often considered to be well-paid or compensated

compared to some other industries, it is instructive to note that some workers still get under-paid. The compensation practices of oil companies have a way of affecting how employees perform.

Employee performance is defined as the ability of an employee to accomplish his mission based on the expectations of an organization. It is a measure of the extent to which a job task is carried out. Employee performance is the pillar upon which the overall organizational performance of oil companies hinges and involves employee's monetary or non-monetary outcome (Anitha, 2014). Employee performance in oil companies encompasses the general attitude of employees to work in terms of their punctuality, responsiveness to assigned tasks and clients as well as their output level. It is concerned with the extent to which employees of oil companies are able to efficiently and effectively handle responsibilities. Perhaps, human resource practices may have a way of impacting on how employees perform. This work sought to unravel this within the context of oil companies in Rivers State.

Statement of Problem

One of the problems that made this study necessary is the apparent underperformance of oil companies in Rivers State. Some companies struggle to land contracts due to their past track record of poorly managing customer complaints and inquiries and delivering products and services with little innovation. Other signs of these companies' sharp decline in productivity include that their staff wastes many resources, completes projects of poor quality, and lacks innovation. The researcher has also seen a recent rise in client complaints. It is also puzzling why oil companies' productivity levels have not increased much despite their level of digitization and deliberate and unconscious use of human resources practices. The perceived lack of empirical research on the human resources practices and employee performance in oil companies was another concern that led to the current study (Jamal *et al*, 2021; Alam *et al*, 2021; Alford, 2021; Mwita & Malangalila, 2018; Wanjiku & Mose, 2019). As such, the researcher was poised to examine the relationship between human resources practices and employee performance of Oil companies in Rivers State.

Aim and Objectives of the Study

The paper aimed to examine the relationship between human resources practices and employee performance of Oil companies in Rivers State. The specific objectives of the study include the following:

1. To determine the extent of relationship between Recruitment and employee performance in oil companies in Rivers State.
2. To investigate the extent of relationship between Training and employee performance in oil companies in Rivers State.
3. To examine the extent of relationship between Compensation and employee performance in oil companies in Rivers State.

Research Questions

1. What is the relationship between Recruitment and employee performance in oil companies in Rivers State?
2. What is the relationship between Training and employee performance in oil companies in Rivers State?
3. What is the relationship between Compensation and employee performance in oil companies in Rivers State?

Hypotheses

- Ho₁: There is no significant relationship between recruitment and employee performance in oil companies in Rivers State.
- Ho₂: There is no significant relationship between training and employee performance in oil companies in Rivers State.
- Ho₃: There is no significant relationship between compensation and employee performance in oil companies in Rivers State.

Theoretical Framework

This study is hinged on the Resource-Based View (RBV) Theory. Barney Jay founded this theory in 1991. The theory sees resources as key to superior firm performance. If a resource exhibits value, rarity, imitability, and organization (VRIO) attributes, the resource enables the company to gain and sustain a competitive advantage (Barney, 1991). The theory assumes the following:

Heterogeneity: The first assumption is that organizational skills, capabilities, and other resources differ from company to company. If companies had the same amount and mix of resources, they could not employ different practices to outcompete each other. What one company would do, the other could follow, and no competitive advantage could be achieved. This is the perfect competition scenario, yet real-world markets are far from perfectly competitive. Some companies, exposed to the same external and competitive forces (same external conditions), can implement different practices and outperform each other. Therefore, RBV theory assumes companies achieve a competitive advantage using different resource bundles (Rothaermel, 2012).

Immobility: The second assumption of RBV is that resources are not mobile and do not move from one company to another, at least in the short-run. Due to this immobility, companies cannot replicate rivals' resources and implement the same strategies. Intangible resources, such as brand equity, processes, knowledge, or intellectual property, are usually immobile (Rothaermel, 2012).study It is interesting to note how different company's talents, capacities, and other resources can be. Despite this, every firm aspires to have a competitive advantage and to remain at the forefront of growth and development. They must therefore develop a strong workforce of employees who will mobilize additional resources to achieve the actualizations of the company if they are to accomplish these achievements. When management embraces employee-fit human resource practices, such as recruitment, training, and reward, their companies will perform much better regarding product innovation, high-quality services, and profitability. This will contribute to the organization's continued success. Because oil companies strive for perfect competition to outperform rivals, management should use sophisticated human resource practices like recruitment, training, and reward to produce employees who will take the company to a highly competitive level of excellent performance. Last but not least, top management may create a conducive climate for HRPs to succeed while raising company performance thanks to the immobility of resources. Processes, knowledge, brand equity, and intellectual property are examples of intangible resources that are typically immovable. There are both human and non-human resources here. Oil companies must modernize their workforce by effectively applying the best HRPs (recruiting, training, and

reward) to boost company performance regarding product innovation, high-quality service delivery, and profitability.

Human Resource Practices

According to SaifalIslam *et al*, (2019), human resource practices (HRP) are the procedures and guidelines used to control employees' or workers' behavior, productivity, and attitudes in a specific company environment. Financial-based sectors, like pension fund management companies, attempt to achieve competitive advantage at any cost and turn to more innovative sources through HR practices as the corporate world becomes more competitive and unstable. According to Schuler and Jackson (2016), HR practices are a system that recruits, trains, inspires, and keeps employees to secure the company's success and the survival of its members. A firm's human capital must contribute to fulfilling its business goals, and HR practice is a set of internally consistent rules and procedures that ensures this. According to Minbaeva (2015), HR practices are procedures organizations use to manage their human resources by promoting the development of firm-specific capabilities, complex social relationships, and organizational knowledge to maintain competitive advantage. HR practices are, more specific, methods, formal rules, and philosophies intended to draw in, train, inspire and keep personnel who will ensure the organization's survival and success.

Recruitment

Recruitment is the process of identifying, screening, shortlisting and hiring of the potential human resources for the purpose of filling up the positions within the companies. It is the central function of human resource practices. Recruitment is the process of selecting the right person, for the right position at the right time. The educational qualifications, experience, abilities and skills of the individuals need to be taken into consideration when recruitment takes place. It is the process of attracting, selecting and appointing potential candidates to meet the needs and requirements of the companies. Recruitment takes place internally, i.e. within the company and externally, i.e. from the usage of external sources. Internal factors include, the size of the company, recruiting policy, image of company and image of job. External factors include, demographic factors, labour market, unemployment rate, labour laws, legal considerations and competitors. Efficiency

in the recruitment processes generates productivity and builds a good working environment and good relations between the employees (Klug, 2017).

Training

Beardwell and Holden (2001) stated that training is a planned process that is used to change attitudes, knowledge, skills and behavior through the learning experience in order to achieve effective performance in a specific activity or range of activities. Its purpose, in the work context, is to develop the abilities of individuals and to satisfy the current and future needs of the company. This definition links training and planning process with training as a planned operation aimed at modifying skills through the application of experience and education. Training is an ongoing planned process that replicates many of the stages involved in the task in order to achieve the intended benefit.

Compensation

Bhattacharya and Sengupta (2014) said that compensation is the remuneration received by an employee in return for his/her contribution to the company. It is an important aspect of human resource management that enables organizations to motivate their employees and enhance overall organizational effectiveness, performance, and commitment. Adequate compensation packages also serve the need for attracting and retaining the best employees. An adequate compensation package often motivates and satisfies employees thus, organizations always strive to ensure that employees are well-paid and compensated.

Employee performance

Employee performance is defined as the ability of an employee to accomplish his mission based on the expectations of an organization. It is a measure of the extent to which a job task is carried out. Employee performance is the pillar upon which the overall organizational performance hinges and involves employee's monetary or non-monetary outcome (Anitha, 2014).

Methods

The cross-sectional survey method was used for this investigation. The population of this research consisted of 2, 866 administrative workers who were employed in the corporate offices of the 54 oil companies that are functioning in Rivers State.

The above information was sourced from First tier of Nigeria Stock Exchange Publication, 2023; Company's Human Resource Data, 2023. Taro Yamene Formula was used to obtain a size of 351 respondents from a population of 2,866 employees of the easy-to-reach oil businesses that agreed to participate in the survey were chosen using the convenient sample approach. The following is a formula and explanation of how the sample size for this research works is given thus: $S = N / 1 + N (e)^2$ (Nwankwo, 2013). Purposive and random sampling techniques were used in the selection of the respondents. The researcher-developed questionnaire called "Human resources practices and Employee Performance Questionnaire (HRPEPQ)" was used for the collection of primary data under the guide of professionals in management sciences and test and measurement. Testing the provided null hypotheses in the current research required operationalizing the variables. Fifteen (15) questions made up the questionnaire that was used to examine these characteristics. It was created using a 4-point scale, with Strongly Agree scoring 4, Agree scoring 3, Disagree scoring 2, and Strongly Disagree scoring 1. Cronbach Alpha was used to ascertain the reliability of the instrument. The greater the internal consistency dependability, the nearer to 1 Cronbach's alpha is (Sekaran & Bougie, 2010). However, 0.85 reliability coefficient index was established which indicated that the study was 85% reliable. The researcher individually administered the device with the aid of two research assistants. In order to ensure at least a 90% return rate and prevent excessive ambiguity in the replies, the instrument was completed and returned immediately to the researcher. In the same line, the researcher often visited the oil companies to speak with the right employees who may provide the necessary information for the study's effective completion. Mean and standard deviation were utilized for research question. On the other hand, inferential statistics were carried out using Spearman's analysis to illustrate the kind and strength of links created between the independent and dependent variables in order to respond and evaluate the hypotheses using the Statistical Package for the Social Sciences (SPSS) Version 23 at 0.05 Alpha level respectively.

RESULTS

Answers to Research Questions

Research Question 1: What is the relationship between Recruitment and employee performance in oil companies in Rivers State?

Table 1: Mean and standard deviation analysis on the relationship between Recruitment and employee performance in oil companies in Rivers State

S/No	Item Statements	\bar{x}	Std. Dev.	Decision
1	Effective recruitment processes in oil companies led to the selection of highly skilled and motivated employees.	3.77	.54	Agree
2	Poor recruitment practices result in mismatched skill sets and lower employee performance within oil companies.	3.81	.44	Agree
3	Well-aligned recruitment strategies with company goals enhanced employee performance.	3.80	.43	Agree
4	Adequate recruitment efforts focused on safety and technical proficiency contribute to higher performance level of employee	3.76	.54	Agree
5	Successful recruitment that emphasizes cultural fit and values alignment foster a cohesive workforce, boosting collaboration and employee performance.	3.81	.44	Agree
Average Mean value		3.97	.48	Agree

Source: Researcher's Field Survey (2023)

In Table 1, result obtained revealed that the responses from the items 1 to 5 of the respondents agreed that average mean value of 3.97 which was greater than criterion mean value of 2.50 which indicated that there is positive correlation

between recruitment and employee performance in oil companies in Rivers State. In addition, the result showed that the oil companies have effective recruitment processes leading to the selection of highly skilled and motivated employees and many others.

Research Question 2: What is the relationship between Training and employee performance in oil companies in Rivers State?

Table 2: Mean and standard deviation analysis on the relationship between Recruitment and employee performance in oil companies in Rivers State

S/No	Item Statements	\bar{x}	Std. Dev.	Decision
1	Comprehensive training programmes positively correlate with employee performance by enhancing technical skills and safety awareness.	3.81	.42	Agree
2	Adequate training boosts employee confidence and proficiency, leading to improved productivity and operational efficiency.	3.82	.45	Agree
3	Ongoing training fosters adaptability to industry advancements, facilitating higher levels of innovation and problem-solving among employees.	3.83	.42	Agree
4	Well-structured training initiatives correlate with reduced errors and accidents, promoting a culture of reliability and risk mitigation.	3.83	.44	Agree
5	Training and development initiatives are instrumental in fostering employee performance.	3.82	.44	Agree
Average Mean value		3.82	.43	Agree

Source: Researcher's Field Survey (2023)

In Table 2, result obtained revealed that the responses from the items 1 to 5 of the respondents agreed that average mean value of 3.82 which was greater than criterion mean value of 2.50 which indicated that there is positive relationship between Training and employee performance in oil companies in Rivers State. In addition, the result indicated that the oil companies have comprehensive training programmes among the employees and many more.

Research Question 3: What is the relationship between Compensation and employee performance in oil companies in Rivers State?

Table 3: Mean and standard deviation analysis on the relationship between Recruitment and employee performance in oil companies in Rivers State

S/No	Item Statements	\bar{x}	Std. Dev.	Decision
1	Compensation packages significantly correlate with employee motivation and productivity.	3.85	.39	Agree
2	Higher compensation tends to correlate with improved job satisfaction and enhanced performance among employees.	3.85	.43	Agree
3	Well-structured compensation systems attract and retain top talent, leading to increased employee performance.	3.88	.39	Agree
4	Incentive-based compensation models often drive higher levels of performance and output from employees.	3.86	.39	Agree
5	The alignment of compensation with individual and team performance goals correlate with the overall effectiveness and efficiency of employees.	3.83	.43	Agree
Average Mean value		3.85	.41	Agree

Source: Researcher's Field Survey (2023)

In Table 3, result obtained revealed that the responses from the items 1 to 5 of the respondents agreed that average mean value of 3.85 which was greater than

criterion mean value of 2.50 which indicated that there is positive relationship between compensation and employee performance in oil companies in Rivers State. In addition, the result revealed that well-structured compensation systems attract and retain top talent, leading to increased employee performance in oil companies and other numerous to mentioned.

Test of Hypotheses

Hypothesis 1: There is no significant relationship between recruitment and employee performance in oil companies in Rivers State.

Table 4: Spearman’s Analysis between recruitment and employee performance in oil companies in Rivers State

			Recruitment	Performance
Spearman's rho	Recruitment	Correlation Coefficient	1.000	.821**
		Sig. (2-tailed)	.	.000
		N	351	351
	Performance	Correlation Coefficient	.821**	1.000
		Sig. (2-tailed)	.000	.
		N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, 2023.

The degree to which recruiting is related to employee performance was evaluated in Table 4. The rho correlation coefficient ($r = 0.82$) shows a substantial link between hiring and employee performance. The significance test results show that the null hypothesis according to which there is no significant relationship between recruitment and employee performance in oil companies in Rivers State was rejected with a p-value of 0.000 – 0.05. Thus, the result concluded that greater levels of recruiting were linked to higher levels of employee performance.

Hypothesis 2: There is no significant relationship between training and employee performance in oil companies in Rivers State.

Table 5: Spearman’s Analysis between training and employee performance in oil companies in Rivers State

Correlations

		Training Performance		
Spearman's rho	Training	Correlation Coefficient	1.000	.873**
		Sig. (2-tailed)	.	.000
		N	351	351
	Performance	Correlation Coefficient	.873**	1.000
		Sig. (2-tailed)	.000	.
		N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, 2023.

The degree to which training is related to employee performance was studied in Table 5. The rho correlation coefficient ($r = 0.873$) shows a substantial link between employee performance and training. The significance test results show that the null hypothesis according to which there is no meaningful significant relationship between training and employee performance in oil companies in Rivers State was rejected with a p-value of $0.000 - 0.05$. Therefore, the result concluded that training was correlated with greater levels of employee performance.

Hypothesis 3: There is no significant relationship between compensation and employee performance in oil companies in Rivers State.

Table 6: Spearman’s Analysis between compensation and employee performance in oil companies in Rivers State

Correlations

		Compensation	Performance
Spearman's rho	Compensation	1.000	.912**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	351	351
Performance	Compensation	.912**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	351	351

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, 2023.

The degree to which pay correlates with employee performance was examined in Table 6. The rho correlation coefficient ($r = 0.912$) shows a significant link between pay and employee performance. The significance test shows that the null hypothesis according to which there is no relationship between compensation and employee performance in oil companies in Rivers State was rejected with a p-value of 0.000 – 0.05. As a result, it was concluded that compensation was correlated with employee performance.

Discussion of Findings

The executive summary of the results made it quite evident that hiring new employees does not ensure their loyalty to the company. In other words, there is a strong correlation between recruitment and employee performance in oil companies in Rivers State. According to Chandler and McEvoy (2000), there isn't a single, "universally preferable strategy" that incorporates a single set of HRM Practice. Some HR practices may be applied alone or in combination with other practices and are universal in nature. In particular, it may be anticipated that throughout the hiring process, candidates would exhibit some loyalty in order to get the position. As soon as the candidate was hired, his or her genuine behavior began to emerge. Even in cases when an applicant did very well, one member of the hiring committee must have unfairly assisted the applicant's performance. This discovery adds to that of Zirra *et al*, (2003), who investigated the effect of recruitment strategy on workers' performance and discovered a strong correlation between the usage of employee referrals as a recruiting technique and profitability.

According to the results obtained, training significantly correlate with employee performance in oil companies in Rivers State. In addition, training is one of the activities that improves the capabilities and skills of both current and future workers, according to Zuelv (2003). Training differs from education in that it focuses on improving the capabilities and skills needed to perform a particular job, whereas education reported on an increase in knowledge and perceptions that are not always connected to specific actions. When Zuely (2003) said that training had a highly significant predictor of employee performance, his assertion was consistent with Khulida and Tanfee (2015). However, training has the greatest impact on ongoing performance. According to empirical research by Perufo, Godoy, and Cattelan (2013), who examined the level of commitment of employees using information gathered with a questionnaire adapted from Meyer and Allen (1997), 65.22% of the bank employees showed their performance to the organization through the affective dimension. Training is this effective component in the context of this task.

The results established concluded that compensation was significantly correlated with employee performance in oil companies in Rivers State. This is not shocking

at all as Kauanui (2004) concluded that companies pay programmes for their employees who are important in boosting their output and performance. The most efficient method for obtaining employee performance, according to this research, is via remuneration. This result is consistent with the assertion made by Khulida and Tanfee (2015) that pay is the most significant predictor of employee performance. According to the findings of the analysis, compared to the other categories of performance, continuous performance was the most responsive to pay. In general, salary has a greater positive impact on performance than hiring and training do.

Conclusion

From the findings, the study concluded that first, there is greater levels of recruiting were linked to higher levels of employee performance. Second, training was correlated with greater levels of employee performance. Third, compensation was correlated with employee performance. Therefore, promoting activities through green HR practices, from hiring, training and rewarding employees, can improve the company's employee performance and productivity.

Recommendations

Based on the results, the study recommended that:

1. Companies should ensure that they put recruitment and selection practices in place to improve their performance and comply with statutory and ethical standards.
2. Human Resource Managers should conduct capacity building in training form on company management for all employees and managers, which can improve employees' knowledge and skills in managing the company.
3. The corporation should not focus on rewarding employees with intentions to make them more environmentally conscious. However, it could be used as compensation for work done so that rewards are given to any employee in the company who performs well.

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