



**GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN THE COUNTY
GOVERNMENT OF TRANS NZOIA, KENYA**

Job Bikokwa Wanyonyi & Dr. Julius Miroga, PhD

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Job Bikokwa Wanyonyi¹ & Dr. Julius Miroga, PhD²

¹ MSc. (Human Resource Management) Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

² Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

Accepted: May 1, 2025

DOI: <http://dx.doi.org/10.61426/sjbcm.v12i2.3249>

ABSTRACT

This study investigated the effect of green human resource management (GHRM) practices on employee performance in the Trans Nzoia County Government, Kenya. Specifically, the study sought to determine the influence of green recruitment practices and green training practices on employee performance in the Trans Nzoia County Government. Quantitative research was employed to gain better knowledge and an in-depth understanding of the issue of GHRM in the Department of Human Resource Management in the Nairobi City County Government. The dependent variable was employee performance, while the independent variables were green recruitment practices and green training practices. The study was guided by several theories, including the Attraction-Selection-Attrition model and human capital theory. A descriptive research design was adopted for the study. The target population comprised staff members in the Department of Human Resource Management in the Nairobi City County Government. Specifically, the study population consisted of middle-grade employees (Grades A – F), with a total population size of 439. Using a simple random sampling technique and Yamane's formula, the study obtained a sample size of 209 respondents. Primary data were collected using a structured questionnaire. The results indicated that green human resource management practices have significant positive effect on employee performance. This was supported by B-coefficients green recruitment $P=0.000$ and green training $P=0.000$. The study concluded that the two practices of green human resource management significantly influence employee performance in the Trans Nzoia County Government. Therefore, the study recommended that the County Government formalizes all green HRM practices into a unified policy framework. This would ensure alignment across departments, provide guidance for implementation, and institutionalize sustainability in the County's human resource strategy. The policy should include monitoring and evaluation tools to track progress and impact over time.

Key Words: Green Recruitment, Green Training

CITATION: Wanyonyi, J. B., & Miroga, J. (2025). Green human resource management practices and employee performance in the county government of Trans Nzoia, Kenya. *The Strategic Journal of Business & Change Management*, 12 (2), 923 – 942. <http://dx.doi.org/10.61426/sjbcm.v12i2.3249>

INTRODUCTION

Employee's performance has become the top priority for the organization. It refers to the ability of employees to maintain high levels of productivity and effectiveness while actively contributing to the organization's sustainability goals. Over the last decade's organizations, sustainability was the top concern. But after that employees get the focus of the world. By Khanam, Tarab and Khan (2023), first discuss workplace sustainability, where management and leaders will give priority to the employee's health, well-being to develop sustainability among employee's performance. Previous research has established a conceptual assessment framework to identify what sustainability means to a specific organization and how existing programs and initiatives can be used to improve the sustainability of an organization's overall performance (Siddiqui, Zafar & Iqbal, 2025). Interestingly, the value of sustainable performance at the individual level, i.e., for employees rather than the organizations they work for, is often overlooked or even neglected.

GHRM refers to the integration of environmental management principles into HR practices, aiming to foster a culture of sustainability within organizations. GHRM involves practices such as recruiting employees with environmental awareness, providing green training programs, and incorporating sustainability goals into performance evaluations. The inclusion of GHRM in performance management reflects a shift toward more holistic and socially responsible business practices. As highlighted by Parmenter (202), organizations that adopt GHRM practices often experience improved employee engagement and motivation, as employees feel a sense of purpose in contributing to environmental sustainability. However, GHRM requires significant organizational changes, which can influence employee performance in both the short run and long run. These changes may include revising recruitment criteria to prioritize environmentally conscious employees,

incorporating sustainability training, modifying performance management systems, and linking green training practice to green initiatives which may affect performance (Emmywati, Sukatmadiredja & Wibowo, 2020).

Green Human Resource Management (GHRM) has gained prominence globally as organizations recognize the role of employees in achieving sustainable objectives (Tandon, Dhir, Madan, Srivastava & Nicolau, 2023). For instance, companies in the UK are increasingly focusing on training programs that educate employees about environmental issues, thereby enhancing their engagement and productivity (Tandon et al., 2023). In the USA, corporations are adopting eco-friendly practices such as telecommuting and paperless operations, which not only reduce carbon footprint but also increase employee satisfaction and performance (Ren, Tang & E Jackson, 2018). Malaysian companies are also making strides in GHRM by encouraging eco-friendly commuting options and resource-efficient practices within the workplace, which have shown to positively influence employee morale and job performance (Ghouri, Mani, Khan, Khan & Srivastava, 2020). The adoption of GHRM across various countries indicates a global shift towards a more sustainable way of conducting business, one that benefits not just the environment but also enhances employee performance.

In Kenya, a number of studies have focused on green human resource management, but few of them have focused on public sector. For instance, Muisyo, Qin and Julius (2022) found out that green HRM practices on green competitive advantage of manufacturing firms in Kenya. Further, Aziz and Kamaara(2024) examined green human resource management functions and organizational competitiveness among International NGOs in Nairobi City County, Kenya. Very few studies have been conducted in public sector and the focus was not employee performance. This is an indication that majority of the public organization have little

or no commitment on sustainability agenda on their efforts to improve performance. Taking cue from the extant literature, the proposed study was an endeavor to offer more insights on green HRM practices on employee performance in the County Government of Trans Nzoia.

Problem Statement

The growing emphasis on sustainability in corporate strategies has prompted many organizations to adopt Green Human Resource Management (GHRM) practices, which aim to align human resource policies with environmental goals. These practices include green recruitment, eco-friendly training programs, and performance management systems that encourage sustainability (Jabbour et al., 2020). Despite the increasing popularity of these practices, there is limited empirical research on the direct impact of GHRM on employee performance, particularly in the context of the County Government of Trans Nzoia.

The County Government of Trans Nzoia faces the dual challenge of enhancing employee performance while ensuring efficient and effective service delivery. While the county Government has integrated green human resource practices, it is unclear whether the adoption of GHRM practices leads to improvements in employee productivity, engagement, and job satisfaction, all of which are critical for long-term organizational success. According to a recent study by Govindarajulu and Daily (2021), green HR practices, including green training and development, positively influence employee motivation and commitment, ultimately contributing to improved performance. However, the specific effect of GHRM practices on employee performance in Trans Nzoia County Government is yet to be established. There remains a lack of empirical evidence on how specific green HR practices—such as green recruitment, performance appraisals and eco-friendly work culture—impact employee performance.

This study sought to address this gap by examining the influence of GHRM practices on employee performance at Trans Nzoia County Government. It

explored how green recruitment, environmental training programs contribute to enhancing employee engagement, job satisfaction, productivity, and retention. Understanding this relationship is crucial not only for the County Governments but also for other organizations in the public sector.

Objectives of the study

The general objective of this study was to investigate the effect of green human resource management practices on employee performance in the Trans Nzoia County Government, Kenya. Specifically, the study looked at the following;

- To determine the influence of green recruitment practices on employee performance in the Trans Nzoia County Government
- To examine the influence of green training practice on employee performance in the Trans Nzoia County Government

The study hypotheses were;

- **H₀₁** There is no significant influence of green recruitment practices on employee performance in the Trans Nzoia County Government
- **H₀₂** There is no significant influence of green training practice on employee performance in the Trans Nzoia County Government

LITERATURE REVIEW

Theoretical Review

Attraction-Selection-Attrition (ASA) Theory (Schneider, 1987)

The Attraction-Selection-Attrition (ASA) theory posits that organizations tend to attract, select, and retain individuals who share similar values, goals, and cultural characteristics. This alignment between employee and organizational values promotes better workplace dynamics and improved performance. In the context of green recruitment and selection practices, the theory suggests that organizations focused on sustainability will naturally draw individuals who are environmentally

conscious and value sustainability. These employees are more likely to resonate with the organization's mission, making them more engaged and motivated in their roles. The ASA model, therefore, emphasizes the importance of aligning recruitment strategies with the values and culture of the organization, especially in terms of sustainability goals.

Incorporating green criteria into recruitment processes, such as evaluating candidates based on their commitment to environmental sustainability, can foster a better fit between individual and organizational values. When employees believe their personal values align with those of the organization, they are more likely to experience job satisfaction, higher engagement, and stronger performance. For instance, a candidate who is passionate about reducing carbon footprints will likely perform better in an organization with a strong commitment to environmental sustainability. This alignment can also drive behaviors that contribute to the achievement of sustainability goals, such as energy conservation, waste reduction, or eco-friendly initiatives. Employees who identify with organizational sustainability goals often go beyond the minimum expectations and demonstrate discretionary effort, leading to improved organizational outcomes.

Research on the ASA theory in recent years supports these assertions, with studies showing that organizations with strong environmental values tend to attract employees who share these values. These employees, in turn, contribute positively to the organization's sustainability initiatives. Zibarras and Coan (2021) highlight that such employees often demonstrate pro-environmental behaviors, which can be key drivers of organizational success in implementing sustainability practices. Therefore, the ASA theory underscores the importance of aligning recruitment and selection processes with environmental sustainability to ensure a workforce that is both motivated and capable of achieving long-term sustainability goals.

Human Capital Theory (Becker, 1964)

Human Capital Theory posits that investing in employee skills, knowledge, and abilities enhances their overall productivity and contributes to improved organizational performance. In the context of green training and development, this theory suggests that providing employees with the tools and knowledge necessary to implement sustainable practices directly impacts the organization's ability to meet sustainability goals. Green training programs, such as courses on reducing waste, energy conservation, and resource management, enable employees to become more effective in their roles while simultaneously contributing to the organization's broader environmental objectives. By investing in green training, organizations equip their workforce with the competencies needed to solve sustainability challenges and innovate in environmentally conscious ways.

The integration of sustainability into employee development not only enhances individual performance but also fosters innovation. Research by Jabbour et al. (2020) demonstrates that green training programs improve employees' environmental competencies and inspire them to propose new, sustainable practices within the organization. These competencies include problem-solving skills, critical thinking, and the ability to find environmentally-friendly solutions that contribute to both performance and sustainability. Furthermore, organizations that invest in green training initiatives often experience increased employee engagement and retention, as employees feel empowered to contribute meaningfully to the organization's sustainability efforts. This sense of purpose and value in their work leads to higher levels of job satisfaction and loyalty, which in turn benefits the organization through lower turnover and greater workforce stability.

Additionally, organizations that emphasize green training and development are also more likely to foster a culture of sustainability. As employees acquire skills and knowledge related to

sustainability, they become champions of environmental initiatives within their teams and departments. This widespread engagement in sustainability practices strengthens the organization's ability to achieve its environmental goals. Furthermore, when employees see that their

organization is committed to sustainability, they are more likely to embrace and contribute to these initiatives. This alignment between organizational sustainability goals and employee development leads to enhanced organizational outcomes, both in terms of performance and environmental impact.

Conceptual Framework

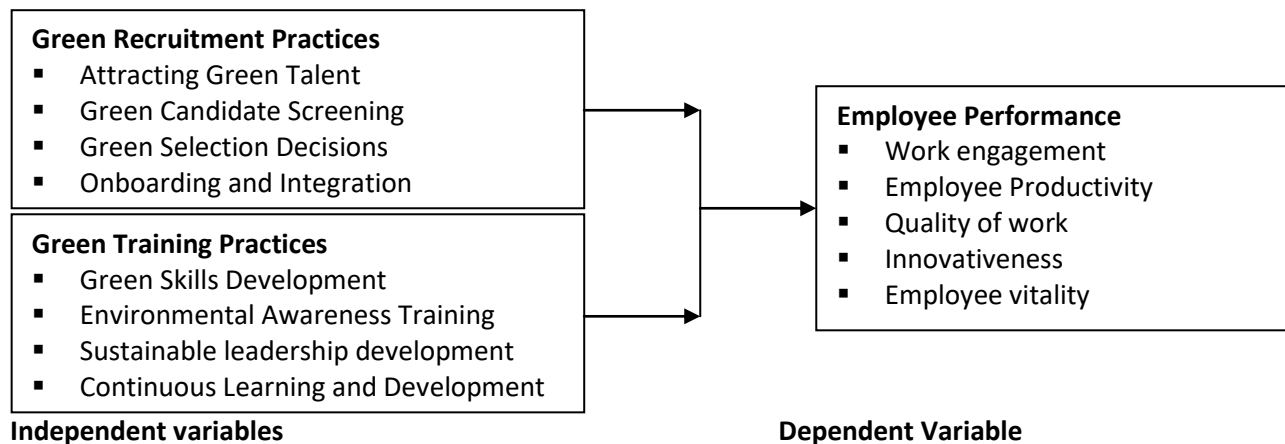


Figure 1: Conceptual Framework

Green Recruitment Practices

Green recruitment focuses on attracting talent aligned with environmental values to support organizational sustainability. By integrating eco-conscious criteria into job postings and interviews, firms can build a workforce that champions environmental stewardship (Kibet et al., 2023). Organizations benefit from enhanced brand reputation and employee commitment when sustainability becomes a shared value (Ngeno & Kariuki, 2022). Green recruitment also promotes cultural alignment, reducing turnover and increasing job satisfaction (Ahmed & Musa, 2021). It ensures that sustainability goals are embedded from the beginning of the employee lifecycle. Candidates selected through such processes are more likely to promote green initiatives, such as energy conservation or waste reduction, in their roles. In turn, this creates a ripple effect across departments, establishing sustainability as a core organizational value. Ultimately, green recruitment practices help companies build competent, values-driven teams that contribute to environmental and economic resilience.

Green Training Practices

Green training empowers employees with knowledge and skills to support sustainability in their work. Training programs that cover energy efficiency, pollution reduction, and responsible resource usage can significantly enhance environmental awareness (Mwangi & Chege, 2023). This education enables employees to apply eco-conscious practices in daily operations, improving environmental performance (Obuobi & Danso, 2022). It also fosters innovation, as trained employees are more likely to identify green opportunities and advocate for sustainable improvements (Otieno et al., 2024). Organizations that invest in continuous green training develop a workforce capable of meeting evolving environmental regulations and standards. Moreover, such training enhances employee engagement and promotes a culture of shared responsibility toward environmental goals (Kimani & Wanjiru, 2021). As sustainability becomes increasingly central to strategic planning, green training ensures employees are not only informed

but also actively contribute to long-term ecological objectives.

Employee Performance

Employee performance reflects how well individuals meet job responsibilities and contribute to organizational goals. High-performing employees exhibit productivity, innovation, collaboration, and a commitment to excellence (Armstrong, 2024). In sustainability-driven organizations, performance also includes the ability to apply green principles in daily operations (Chege & Otieno, 2023). Factors such as training, motivation, and leadership significantly influence how employees perform (Achieng & Mutua, 2022). When employees are aligned with organizational goals—especially environmental ones—they demonstrate higher engagement and job satisfaction (Omwenga et al., 2024). Regular performance evaluations, clear feedback, and supportive work environments further enhance output. Sustainable employee performance ensures that operational success is achieved without compromising ecological integrity. Organizations that align performance metrics with green indicators foster responsible innovation and accountability. Ultimately, effective employee performance is a cornerstone for achieving both economic and environmental sustainability in today's competitive and ecologically conscious world.

Empirical Literature

Obuobi and Danso (2022) conducted a study in Ghana's hospitality industry to evaluate the impact of green recruitment on staff productivity. Employing a cross-sectional research design, the researchers surveyed 250 HR officers and employees using purposive sampling. Data were gathered via semi-structured questionnaires and analyzed using SPSS for correlation and regression. The results showed that green recruitment increased employee morale, innovation, and commitment to sustainable operations. Candidates hired through green frameworks displayed higher engagement, particularly in eco-conscious initiatives. The study emphasized the role of green

recruitment in fostering long-term employee performance and organizational sustainability.

Wanjiku and Otieno (2020) investigated the relationship between green recruitment practices and employee performance in Kenya's manufacturing sector. Using a descriptive survey design, they targeted 150 HR managers and operational staff selected through random sampling. Data collection involved closed-ended questionnaires, and analysis was performed using multiple regression. Findings revealed that firms applying green recruitment methods—such as promoting environmental values in job ads and screening for sustainability-minded candidates—recorded improved staff performance. The study concluded that aligning recruitment with environmental values led to higher job satisfaction, reduced turnover, and stronger performance outcomes.

Zafar and Malik (2022) explored green recruitment's impact on employee efficiency in Pakistan's textile sector. The study utilized a quantitative research design with a sample of 200 employees selected through convenience sampling. Data were collected using a structured Likert-scale questionnaire and analyzed through structural equation modeling (SEM). The study found that green recruitment significantly enhanced employee motivation and productivity. Employees hired based on their eco-conscious mindset showed stronger ethical commitment and reduced absenteeism. The authors recommended integrating environmental sustainability into core HRM functions to boost individual and organizational outcomes.

Mishra and Kumar (2020) conducted a study on the impact of green training on employee performance in the Indian manufacturing sector. A descriptive research design was employed, with a sample of 180 employees from 12 companies. Stratified random sampling was used to select the sample, and data was collected via a structured questionnaire. The analysis was carried out using correlation and regression analysis. The results

indicated that green training significantly enhanced employees' environmental awareness and job performance. Employees who underwent green training demonstrated improved efficiency in resource management, contributing to both individual performance and organizational sustainability.

Lee and Kim (2021) explored the role of green training in enhancing employee performance within the South Korean automotive industry. The study adopted a mixed-methods design, combining quantitative surveys and qualitative interviews. A sample of 250 employees from 15 automotive companies was selected using simple random sampling. Data was analyzed using structural equation modeling (SEM) and thematic analysis for qualitative data. Findings showed that green training programs positively influenced employees' performance by increasing their knowledge of sustainable practices, which translated into improved performance on tasks requiring eco-friendly actions, leading to increased job satisfaction and productivity.

Budianto et al. (2020) examined how green training initiatives influence employee performance in the Indonesian hospitality sector. A survey research design was used, with 200 employees from 10 hotels as the sample population. Simple random sampling was employed, and data was collected via structured questionnaires. The data was analyzed using multiple regression analysis. The study revealed that green training improved employees' ability to implement sustainable practices, which in turn enhanced their work performance. Employees who received green training were more motivated to adopt eco-friendly behaviors, resulting in higher efficiency, job satisfaction, and overall performance.

METHODOLOGY

A descriptive research design was adopted to conduct the current study. The target population in this study comprised of employees from Trans Nzoia County Government. The study population hence was made up of the middle grade employees

(Grades A – F). The population size for this category is 439 (Trans Nzoia County Government Establishment Plan, 2024). The sampling frame for this study comprised of the middle grade employees (Grades A – F). The study's sample size was determined using Taro Yamane's proportional sampling technique formula. Therefore, a sample size of 209 was calculated as per Taro Yamane's formula.

The study used structured questionnaire to obtain standard data that can be compared, summed, and subjected to further statistical analysis. The structured questionnaire was the primary data collection tool since the structured questions present the respondent with a fixed collection of options and are fundamentally easy to code and analyze (Cooper & Schindler, 2020). IBM Statistical Package was used to analyze the data collected via questionnaires. For the analysis, descriptive statistics refer to statistical methods that do not falsify relationships but help in the interpretation of the results (Kothari, 2020). As a consequence, descriptive statistics aid the researcher in efficiently organizing data for the analysis. Correlation analysis was used to determine the course, strength, and significance of relationships between variables. The degree to which a change in the independent variable would induce a change in the dependent variable was determined using regression analysis. For modeling the relationship between the dependent variable (employee performance) and independent variables (green recruitment and green training), multiple regression equation was applied.

RESULTS AND DISCUSSIONS

Response Rate

A response rate of 69.3% was achieved by obtaining one hundred forty-two (142) of the 205 questionnaires distributed to respondents. Mugenda and Mugenda (2013) state that a response rate of at least 50% is sufficient for the purpose of analysis. Additionally, Babbie (2004) asserts that a return rate of 60% is satisfactory and

a return rate of 70% is exceptional. The research benefited from a high response rate in part because questionnaires were distributed using the drop and select method. Additionally, the assurance of anonymity ensured that respondents were not obligated to disclose identifiable information.

Descriptive Statistics

Cooper and Schindler (2013) state that the objective of descriptive statistics is to define and describe the attributes present in a given set of data. Descriptive statistics are constructed using frequencies, percentages, means, and standard deviations of research variables as their foundations. Participants were requested to assign a numerical value between 1 (strongly disagree) and 5 (strongly agree) to represent their level of agreement with the given statement. The

respondents were requested to indicate their level of agreement on a scale ranging from 1 (strongly disagreeing) to 5 (strongly agreeing), with 1 representing the highest degree of disagreement and 2 representing the lowest degree of agreement. Subsequent to the frequencies, represented within parentheses, is the standard deviation, symbolised as SD.

Green recruitment practices

Respondents were asked to indicate their level of agreement by ticking each one of the given statements as they apply to green recruitment practices in organization: Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (U) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The results are as shown in Table 1.

Table 1: Green recruitment practices

Green recruitment practices	Mean	S. D
The Trans Nzoia County Government actively attracts candidates who are environmentally conscious and share sustainability values.	4.04	0.99
The recruitment advertisements for job positions emphasize the importance of environmental sustainability and eco-friendly practices.	3.94	1.20
The recruitment process includes screening for candidates who demonstrate a commitment to environmental sustainability.	3.90	1.11
During the screening process, the County Government evaluates applicants based on their awareness of green practices and environmental responsibility.	3.93	1.09
The Trans Nzoia County Government selects candidates who demonstrate strong pro-environmental behaviors and values.	3.99	1.01
The County Government's onboarding process includes training on environmental sustainability and green practices.	3.94	1.10
N= 142	Mean=	

The analysis of responses on green recruitment practices, as presented in Table 4.5, shows that Trans Nzoia County Government has made commendable efforts to integrate environmental sustainability into its hiring processes. The statement with the highest mean score (4.04) indicated that the County actively attracts candidates who are environmentally conscious and share sustainability values. This was supported by 77.4% of respondents who either agreed or strongly agreed, suggesting a deliberate effort to align recruitment with environmental objectives.

Similarly, the statement regarding recruitment advertisements emphasizing environmental sustainability had 71.9% agreement (combining "agree" and "strongly agree"), with a mean of 3.94. Despite a relatively higher percentage of disagreement (19%), this still indicates a positive trend toward eco-conscious messaging in job postings. The process of screening candidates for environmental commitment had a mean score of 3.90, supported by 73.2% of respondents, suggesting that sustainability factors are moderately embedded in selection criteria. Similarly, the practice of evaluating applicants

based on awareness of green practices received 73.9% agreement, with a mean of 3.93, reinforcing the notion that environmental responsibility is a valued trait in new hires.

In terms of selecting candidates who demonstrate pro-environmental behaviors and values, 80.3% of respondents were in agreement, and this item scored a high mean of 3.99. This shows a strong organizational commitment to integrating green values at the final hiring stage. Finally, the inclusion of sustainability training during the onboarding process was affirmed by 76% of respondents, with a mean of 3.94. This suggests that environmental awareness is not only considered during recruitment but is also reinforced as new employees begin their roles.

The overall mean score for green recruitment practices was 3.956, indicating a generally high level of agreement among respondents that Trans Nzoia County Government practices environmentally conscious recruitment. The standard deviation of 1.083 implies some variation in responses but remains within an acceptable range, affirming the institution's relatively consistent approach to integrating green values into recruitment practices.

Green training practice

Respondents were asked to indicate their level of agreement by ticking each one of the given statements as they apply to their institution's green training practice: Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (U) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1.

Table 2: Green training practice

Reward	Mean	S.D
The County Government provides training programs focused on developing employees' green skills and sustainability knowledge.	3.62	1.26
Employees are equipped with the necessary green skills through training programs to effectively contribute to the organization's sustainability goals.	3.45	1.30
The Trans Nzoia County Government provides training to increase employees' awareness of environmental issues and sustainability practices.	3.65	1.20
Environmental awareness training is a key component of the County Government's employee development programs.	3.66	1.26
Leadership development programs emphasize the importance of sustainability in guiding teams and driving eco-friendly initiatives.	3.43	1.32
Employees are encouraged to participate in continuous learning opportunities related to environmental sustainability.	3.60	1.27
N= 142	Mean=	

The findings on green training practices, as shown in Table 2, indicated that the Trans Nzoia County Government has made moderate efforts in equipping its workforce with environmental sustainability knowledge and skills. A majority of respondents (55.6%) either agreed or strongly agreed that the County Government provides training programs focused on developing employees' green skills and sustainability knowledge, with a mean score of 3.62. This suggests that green training is present, although the relatively high undecided rate (26.8%) implies that not all employees are fully aware of or have

participated in such programs. When asked whether employees are adequately equipped with green skills to contribute to organizational sustainability goals, only 56.4% agreed or strongly agreed, while a notable 29.5% disagreed. The mean for this item stood at 3.45, the second lowest in the section, suggesting inconsistencies in how effectively training translates into employee preparedness for sustainability roles.

Training aimed at increasing awareness of environmental issues and sustainability practices was acknowledged by 56.4% of respondents, with a

mean of 3.65. This points to a fairly positive perception of awareness training efforts, although the high proportion of undecided respondents (27.5%) may reflect variation in access to or visibility of such initiatives. The statement that environmental awareness training is a key component of employee development programs received the highest mean score in this section (3.66), with 59.9% of respondents affirming its importance. This reflects an institutional commitment to integrating environmental consciousness into broader development frameworks.

Conversely, the lowest-rated item, with a mean of 3.43, concerned leadership development programs emphasizing sustainability. Only 52.1% of respondents agreed or strongly agreed, while over a quarter (26.1%) disagreed. This result suggests that leadership programs have yet to fully incorporate or prioritize sustainability as a core value, highlighting an area in need of strengthening. Finally, 56.3% of respondents agreed that employees are encouraged to participate in continuous learning opportunities related to

environmental sustainability, with a mean of 3.60. This indicates general institutional support for ongoing green education, though the mixed responses again point to a need for more consistent implementation across departments.

Overall, the average mean score for green training practices was 3.57, reflecting a moderate level of agreement among employees that the County Government is promoting environmentally sustainable practices through training. However, the variation in agreement levels and relatively high standard deviation (1.27) indicate that the effectiveness and reach of these initiatives may not be uniform, and that more targeted efforts are required, especially in leadership development and skill-based training.

Employee performance

Respondents were asked to indicate their level of agreement by ticking each one of the given statements as they apply to their institution's employee performance. The responses ranged from Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (U) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1.

Table 3: Employee performance

Employee performance	Mean	S.D
I feel passionate about my work in the Trans Nzoia County Government.	3.94	1.16
I am fully absorbed in my tasks at work, and they energize me.	3.89	1.14
I consistently meet my work goals and deadlines in the Trans Nzoia County Government.	3.67	1.20
The quality of my work meets or exceeds the expectations of my supervisors.	3.89	1.12
I regularly propose new ideas to improve work processes in the Trans Nzoia County Government.	3.83	1.155
I feel energetic and enthusiastic about my work most days.	3.85	1.054
N= 142	Mean=	

The results in Table 3 detail employees' self-assessed performance in Trans Nzoia County Government across six key dimensions. The item "I feel passionate about my work" recorded the highest mean score of 3.94, with 38.7% of respondents strongly agreeing and 37.3% agreeing. This indicates that most employees are emotionally connected to their roles, an important driver of job satisfaction and commitment. The statement "I am

fully absorbed in my tasks at work, and they energize me" followed closely with a mean of 3.89, supported by 40.1% strongly agreeing and 27.5% agreeing. This demonstrates a high level of engagement among employees, suggesting that their tasks are stimulating and meaningful.

Similarly, "The quality of my work meets or exceeds the expectations of my supervisors" had a mean of 3.89, with 38.0% strongly agreeing and 32.4%

agreeing. This reflects a generally strong confidence in meeting quality standards and indicates satisfaction with personal performance outcomes. The item “I feel energetic and enthusiastic about my work most days” had a mean score of 3.85, where 35.9% strongly agreed and 25.4% agreed. This shows that a majority of employees maintain positive energy levels that contribute to consistent productivity.

Meanwhile, “I regularly propose new ideas to improve work processes” achieved a mean of 3.83, with 39.4% strongly agreeing and 21.8% agreeing. This indicates a good level of innovation and a culture where employees feel empowered to contribute to process improvements. The statement “I consistently meet my work goals and deadlines” received the lowest mean score among the items, at 3.67, though still moderately high. 33.8% strongly agreed and 23.9% agreed, but the presence of 20.4% who disagreed highlights a subset of employees who may face barriers to optimal performance.

Overall, the mean score across all six items was 3.845, indicating that employee performance within

Trans Nzoia County Government is generally positive. Most staff members demonstrate high levels of engagement, commitment, and innovation, although a few areas—particularly around meeting deadlines—may benefit from targeted managerial support or process enhancement.

Correlation Analysis

The Spearman rank correlation coefficient, rho (ρ) or r_s , measures the strength and direction of the relationship between two ranked or ordinal variables. It generates a correlation coefficient, frequently abbreviated as “rho,” that runs from -1 to 1. The sign shows the direction of the relationship (positive or negative), while the magnitude indicates its strength. The study used the correlation coefficient to determine whether the predictor factors were interdependent and whether there was a relationship between the response variable (employee performance) and the predictor variables (green human resource management practices).

Table 4: Spearman Correlation Matrix

Spearman's rho		GRP	GTP
GRP: Green recruitment practices	Correlation Coefficient	1.000	
	Sig. (2-tailed)		
	N	142	
GTP: Green training practice	Correlation Coefficient	.252 **	1.000
	Sig. (2-tailed)	.003	
	N	142	142
Employee performance	Correlation Coefficient	.514 **	.541 **
	Sig. (2-tailed)	.000	.000
	N	142	142

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

Green Recruitment Practices (GRP) and Employee Performance

The correlation analysis reveals a moderate positive correlation ($\rho = .514$, $p < .001$) between Green Recruitment Practices (GRP) and employee performance. This suggests that integrating environmental criteria into the recruitment process is associated with improved employee

performance. Specifically, when organizations prioritize eco-friendly or sustainability-focused qualities during recruitment, they are more likely to hire employees who are aligned with environmental values, leading to higher motivation and job performance. In other words, employees who share a commitment to sustainability tend to perform better in their roles.

Research consistently supports the positive effect of Green Training Practices (GTP) on employee performance. For example, Mishra and Kumar (2020) found that green training significantly enhanced environmental awareness and efficiency in India's manufacturing sector. Additionally, Budianto et al. (2020) observed similar outcomes in the Indonesian hospitality industry, where training in green practices led to higher employee performance and greater job satisfaction. These studies highlight that training employees in sustainability not only improves their knowledge but also enhances their ability to apply eco-friendly practices effectively, leading to better job performance.

On the other hand, Singh and Sharma (2021) found that the link between green training and employee performance was weaker in some sectors of India's IT industry. While training improved awareness, its direct effect on performance was not as significant as expected. This could be due to the mismatch between training content and the specific job tasks or industry requirements, suggesting that the effectiveness of green training may depend on how well it aligns with job responsibilities.

Green Training Practices (GTP) and Employee Performance

Green Training Practices (GTP) showed a moderate to strong positive correlation ($p = .541$, $p < .001$) with employee performance. This finding indicates that when organizations invest in training employees on sustainable practices, it significantly enhances their job performance. Employees equipped with the knowledge and skills to implement green practices, such as resource conservation and waste reduction, are more likely to work efficiently and effectively, contributing to both individual and organizational performance improvements. Green training not only enhances environmental awareness but also fosters skills that directly translate into enhanced productivity.

Several studies support the positive relationship between Green Recruitment Practices (GRP) and employee performance. For example, Kiptoo and Wanjiru (2020) found that green recruitment practices in the retail sector in Kenya helped attract employees who were more aligned with sustainability goals, leading to better overall performance. Similarly, Rathore and Rath (2022) noted that recruiting employees with a commitment to environmental practices contributed to higher performance levels in India's IT sector. This suggests that the recruitment of employees who value sustainability can have a positive impact on their job performance.

However, some studies found weaker effects of Green Recruitment Practices (GRP). For example, Ali and Sundaram (2020) found that while green recruitment was beneficial in increasing awareness of sustainability, the direct impact on performance was not as pronounced in the Middle Eastern oil and gas sector. This could imply that factors other than recruitment, such as organizational culture or the nature of the industry, may moderate the relationship between green recruitment and employee performance.

Multiple Regressions of Employee performance

The primary aim of this research was to investigate the impact of green human resource management practices on the level of employee performance within Trans Nzoia County Government, Kenya. This resulted from the implementation of standard multiple regressions. The research aimed to determine the impact of employee performance on green human resource management practices when each of these constructs was included as an element in the model. This facilitated the calculation of the study model's coefficients and R-squared, allowing for the testing of the null research hypotheses. The findings are presented in Table 5.

Table 5: Model Summary Regression for Green human resource management practices and Employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 ^a	.662	.652	.53460

The results of the model summary indicate that there is a positive and linear relationship between employee performance and the four predictor

variables of green recruitment practices and green and green training practice. The correlation coefficient was calculated to be 0.813 ($r=0.813$).

Table 6: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.550	4	19.137	66.961	.000 ^b
	Residual	39.154	137	.286		
	Total	115.704	141			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Green occupational health and safety, Green recruitment practices, Green training practice, Green reward management practice

The F test yielded a value of $F(4, 137) = 66.961$, $p < 0.05$, which was sufficiently large to substantiate the model's ability to adequately explain the variation in the dependent variable, as indicated by the ANOVA results. This also indicates that green

human resource management practices serve as a valuable indicator for predicting employee performance within Trans Nzoia County Government, Kenya.

Table 7: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.373	.232			1.609	.110
Green recruitment practices	.253	.052	.273		4.888	.000
Green training practice	.194	.042	.254		4.583	.000
Green reward management practice	.306	.053	.366		5.793	.000
Green occupational health and safety	.189	.057	.209		3.319	.001

a. Dependent Variable: Employee performance

From the coefficients table green recruitment practices and green training practice carried positive and significant predictive power ($P < 0.05$). If green human resource management practices are held at zero or are absent, employee performance will be 0.373, $p > 0.05$.

H₀₁: Green recruitment practices has no significant influence on employee performance in the Trans Nzoia County Government.

The results indicate that green recruitment practices have a statistically significant and positive influence on employee performance in the Trans Nzoia County Government. The beta coefficient ($\beta = 0.253$) implies that for every one-unit increase in green recruitment practices, there is an associated 0.253-unit increase in employee performance, assuming other variables (green reward management, green training, and green

occupational health and safety) are held constant. The p -value = 0.000, which is far below the conventional threshold of 0.05, confirms that the relationship is statistically significant. This means we reject the null hypothesis (H_{01}), concluding that green recruitment practices do significantly influence employee performance in the context studied.

These findings suggest that when the County Government prioritizes environmentally responsible hiring—such as incorporating sustainability values into job descriptions, attracting candidates with pro-environmental attitudes, and selecting applicants who demonstrate green competencies employee performance improves measurably. This relationship can be explained by the idea that green recruitment attracts employees who are intrinsically motivated, aligned with the organization's sustainability goals, and more likely to engage in behaviors that support both environmental and organizational performance. By recruiting individuals who value sustainability, the organization cultivates a workforce that is more committed, innovative, and responsive to green initiatives, leading to enhanced productivity and effectiveness. This suggests that incorporating environmental considerations into recruitment strategies can contribute meaningfully to enhancing employees' output and commitment.

The positive relationship between green recruitment and employee performance is consistent with findings from previous studies across various contexts. For instance, Obuobi and Danso (2022), in a study conducted in Ghana's hospitality industry, found that green recruitment practices significantly enhanced employee morale, innovation, and commitment to sustainability. These employees demonstrated greater engagement in eco-conscious initiatives, supporting the idea that recruiting with environmental considerations positively influences workplace behavior. Similarly, Wanjiku and Otieno (2020), in Kenya's manufacturing sector, found that embedding environmental values into job

advertisements and selection criteria resulted in improved job satisfaction, reduced turnover, and better overall performance.

In the Kenyan context, Tanui and Kwasira (2019) reported that NGOs practicing green recruitment saw improved performance in sustainability-related tasks. Paillé et al. (2021), through a time-lagged study in French firms, demonstrated that green recruitment fostered environmental citizenship behavior and better task performance. Finally, Irani et al. (2021) found a strong positive relationship between green hiring and performance in the UAE's hospitality sector, noting that employees hired for their sustainability values showed greater enthusiasm and job satisfaction.

Despite overwhelming support for green recruitment's positive impact, some studies noted that its effectiveness is maximized when embedded within a broader green human resource management (GHRM) framework. For example, Hernandez and Torres (2020) cautioned that green recruitment alone might not yield sustained results unless reinforced by an organizational culture that supports environmental values. Similarly, Renwick et al. (2020) stressed the importance of value alignment between employees and the broader organization.

H₀₂: Green training practice has no significant influence on employee performance in the Trans Nzoia County Government.

Green training practice are statistically significant when green recruitment practices, green occupational health and safety, and green reward management practice are accounted for ($\beta = 0.194$, $P = 0.000$). This indicates that a one-unit increase in green training practice will lead to 0.194 units increase in employee performance, which is significantly less than the threshold of $P < 0.05$. Green training practices refer to training programs aimed at enhancing employees' understanding of environmental sustainability, eco-friendly practices, and how these practices relate to their work. These practices not only help employees develop the

knowledge and skills needed to carry out sustainability-related tasks but also foster a culture of environmental responsibility within the organization.

The positive beta value of 0.194 indicates that as green training practices are enhanced or increased, there is a corresponding increase in employee performance, specifically in tasks related to sustainability. This means that employees who undergo green training are more likely to perform better, particularly in areas that align with the organization's sustainability goals. The statistical significance (p -value = 0.000) supports the notion that the observed effect is not due to random chance, but rather represents a true relationship. Therefore, the results imply that green training is an important factor contributing to improved employee performance in the context of sustainability.

The findings from the Trans Nzoia County Government study align with numerous studies that show a positive relationship between green training and employee performance. Research such as Mishra and Kumar (2020) and Lee and Kim (2021) demonstrate that green training enhances employees' environmental awareness and knowledge, leading to improved performance in

sustainability-related tasks. These studies support the idea that when employees are equipped with eco-friendly knowledge and practices through green training, they tend to demonstrate increased efficiency, job satisfaction, and productivity, similar to what was observed in the Trans Nzoia study. Green training has been found to foster stronger commitment to sustainability goals, which directly influences performance outcomes across diverse sectors, including public administration, manufacturing, and automotive industries.

However, there are divergent findings where the impact of green training on employee performance is not as significant. Some studies indicate that the effectiveness of green training is dependent on organizational context, such as the extent of support from management and the integration of sustainability into broader organizational practices. Without proper organizational alignment, green training alone may not lead to significant improvements in performance. Moreover, certain studies suggest that if the training is not tailored to specific job roles or lacks practical application, its impact on performance may be limited. This highlights the importance of not only implementing green training but also ensuring it is well-integrated into the organizational framework to achieve optimal results.

Table 8: Null Hypotheses Testing

Hypothesis	P<0.05	Verdict
H ₀₁ : Green recruitment practices has no significant influence on employee performance of Trans Nzoia County Government, Kenya.	.000	Rejected
H ₀₂ : Green training practice has no significant influence on employee performance of Trans Nzoia County Government, Kenya.	.000	Rejected

CONCLUSION AND RECOMMENDATIONS

To begin with, green recruitment practices were found to be well-embedded in the County Government's HR strategies. Descriptive statistics showed a high overall mean score of 3.956, indicating that the majority of respondents agreed that the County aligns its recruitment processes

with environmental sustainability goals. Specific practices, such as attracting environmentally conscious candidates (mean = 4.04) and incorporating sustainability into job advertisements (mean = 3.94), were particularly well rated. Correlation analysis demonstrated a moderate positive relationship between green recruitment

and employee performance, with a coefficient of $p = 0.514$, which was statistically significant ($p < 0.001$). Regression analysis further confirmed that green recruitment significantly influences employee performance, with a standardized beta coefficient of $\beta = 0.253$ ($p = 0.000$), suggesting that a one-unit increase in green recruitment practices leads to a 0.253-unit increase in employee performance.

Regarding green training practices, the findings indicated moderate implementation, with an overall mean score of 3.57. Employees acknowledged that the County offers training to enhance their sustainability knowledge, particularly in areas such as integrating environmental concerns into professional development (mean = 3.66). However, training in sustainability leadership scored lower (mean = 3.43), pointing to a gap in strategic green capacity-building. The correlation analysis showed a moderately strong and statistically significant positive relationship between green training and employee performance ($p = 0.541$, $p < 0.001$). The regression results revealed that green training practices significantly impact employee performance, with a beta value of $\beta = 0.194$ ($p = 0.000$). This means that enhancing green training efforts by one unit could improve employee performance by 0.194 units.

The study concluded that green recruitment practices have a statistically significant and positive influence on employee performance. The County Government has effectively integrated environmental sustainability into its recruitment strategies by targeting environmentally conscious candidates and including sustainability criteria in job advertisements. These efforts have contributed to improved employee alignment with organizational goals and enhanced performance.

It is concluded that green training practices moderately but significantly enhance employee performance. While there is evidence that the County provides training aimed at building environmental competencies among employees, there remains a need to strengthen training in strategic areas such as green leadership. Enhancing

these efforts can lead to further improvements in employee awareness, efficiency, and sustainability-oriented behavior.

The study recommended that Trans Nzoia County Government should continue to enhance its green recruitment strategies by embedding sustainability values more explicitly in all stages of hiring. This includes consistently using eco-conscious language in job advertisements, integrating environmental criteria into candidate evaluation tools, and promoting the County's green brand to attract sustainability-minded talent. Additionally, sustainability assessments could be formalized through structured interview questions or screening tests.

To further enhance employee performance, the County should increase the scope and visibility of green training programs. Special focus should be given to leadership training in sustainability, equipping managers and supervisors with skills to champion green initiatives. Regular workshops, on-the-job training, and e-learning modules should be made accessible across departments to ensure widespread understanding and application of sustainability principles.

Areas for further Research

Despite the fact that this study achieved its objective in regard to the influence of green human resource management practices on employee performance of Trans Nzoia County Government, Kenya, there are a number of areas for further research emanating from the scope of the study, methodology and the findings. First, whereas the findings can be applied to other County Governments in Kenya, difference in organizational culture may have some implications. The study thus recommends that further research should widen the scope and incorporate all county governments in Kenya. In the same vein, similar study can be conducted among private organizations in Kenya.

Second, the study focused on green human resource management practices and employee performance of Trans Nzoia County Government,

Kenya. The study recommended that further studies should focus on additional green human resource management practices such as Green Performance Appraisal and Green HR Information

Systems (e-HRM). Furthermore, a third variable can be used such as intervening variable, in this case government policy and regulations.

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