MODERATING EFFECT OF ORGANIZATIONAL CULTURE ON GREEN HUMAN RESOURCE MANAGEMENT AND COMPETITIVE ADVANTAGE

Priscilla Asikhia.
School of Management Sciences, Babcock University, Nigeria.
Oluseyi Oduyoye.
School of Management Sciences, Babcock University, Nigeria.
Magaji Nanle.
School of Management Sciences, Babcock University, Nigeria
Babatunde Akinlabi.
School of Management Sciences, Babcock University, Nigeria

ABSTRACT

The quest for green economy emanated from the degradation of the environment and the need for organisations to remain competitive. Adoption of green human resource management comes with the dare need of alignment with the culture prevalent in organisations. It thus becomes imperative to determine the effect of green human resource management on competitive advantage and the moderating effects of organizational culture on such relationship. The study adopted survey research design. The study population was 4834 staff of selected food and beverage industry in Lagos State, Nigeria. A sample size of 535 staff of top and middle level employees were enumerated. The study utilized stratified sampling method. Adapted questionnaire was validated and used, the Cronbach's Alpha reliability for various constructs of the study were above the threshold. Data were tested and analysed using multiple and hierarchical regression. The study found that green human resource management had significant effects on competitive advantage, and green human resource management was responsible for 7% of the changes in competitive advantage of selected manufacturing firms under study. Organisational culture negatively moderated the effects of green human resource management on competitive advantage. Policy implications and recommendations were made.

INTRODUCTION

There has been a shift from conventional human resources management practices to the modern form of human resources practices (Green HRM) due to the increase awareness on the need to embrace green economy. The quest for green economy emanated as a result of the degradation of the environment, depletion of the ozone layers, and the release of harmful substances from various business activities to the environment, which often affect human health and the environment. The concept of GHRM is well known in developed world, but with limited recognition in developing countries especially Africa and Nigeria as one of the Africa developing countries is not an exception. (Olateju, 2020). Green HRM is the use of human resource management policies to promote the sustainable use of resources within business organizations and more generally, promotes the cause of environmental sustainability (Islam & Uddin 2015). A universal grant has emerged around the need for environmental management during the past two decades. The corporate sector has increased the adoption of green management systems where these types of initiatives became an important factor in forward thinking businesses around the world, Halawi and Zaraket (2018) argued that companies around the world are taking a greener approach inside their organizations. They are considering two essential elements: environmentally friendly HR practices and the preservation of knowledge capital. In addition, they are experiencing a positive and congenial effect on the patterns of employee relations in the organization. This also has a positive influence on the mindset of

employees as they feel that apart from their functional contribution on the job, they have an important responsibility in preserving the environment. Thus, this study focuses on filling this research gap by examining the extent to which green human resource management effects on competitive advantage of manufacturing firm in Nigeria and the moderating effects of culture on it.

Several studies have been carried out on green human resource management and competitive advantage of food and beverage manufacturing firms in different areas, organizations, countries, and (Afolaranmi, Oduyoye, & Asikhia, 2019; Chaudhary, 2018; Wayne, & Nuttaneeya, 2015; Shen, Dumont, & Deng, 2018; Yusmani, Nejati, Kee, & Azlan 2018; Guiyao, Yang, Yuan, Pascal, & Jin 2018; Muzammel, 2019). Nevertheless, the linkage between green human resources dimensions and competitive advantage of food and beverage manufacturing firms in Lagos State, Nigeria has not been properly established, hence the need to fill this gap. The competitive business environment has created complexity and sophistication in the business decision-making process, which requires strategic management. Managing various and multi-faceted internal activities is only part of the modern executive's responsibilities. The firm's immediate external environment poses another set of challenges. To effectively cope with the challenges that affect the ability of a company to grow profitably, top management design processes that are capable of facilitating the optimal positioning of the firm are significant. The strategic processes allow more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal and competitive demands (Amida Essien, & Olademeji, 2019; Egwakhe, Falana, Asikhia, & Magaji, 2020). Furthermore, previous studies have mainly focused on one type of innovation at the expense of other types (Azar & Ciabuschi, 2016). However, Damapour, and Aravind (2011) argue that the adoption of a single type or even a set of innovations of "only one type" may not enable firms to fully realize the positive effects on performance. The most Manufacturing sector in Nigeria, in terms of performance, prove to have a competitive advantage through differentiation while some are having it through cost. The truth is that the manufacturing firm did not pay proper attention to the foundation of competitive advantage. Some the manufacturing firm succeeded, while some failed because of a set of problems, such as the financing factor, management experience factor, marketing factor, innovation factor, and many others, within which, in the frame of worldwide economic practices (Eniola & Entebang, 2014). Hence the need to evaluate the effect of green human resource dimensions on the competitive advantage of manufacturing firms in Lagos State Nigeria.

Organizational culture creates the environment in which systems, processes and procedures are embedded, it is expected that for firms to adopt green human resource management strategies it is important to create concomitant environment that could facilitate its implementation. Several studies have carried out the moderating effect of organizational culture on the relationship between green human resource management and organizational performance of selected food and beverage firms in different areas, organizations, countries, and contexts (Bisseker, 2014;

Kathuku, 2017; Rungani & Potgieter, 2018; Wagner, 2015;). Nevertheless, the linkage between the moderating effect of organizational culture on the relationship between green human resource management and organizational performance of food and beverage manufacturing firms in Lagos State, Nigeria has not been properly established (Adepoju, Akinwale, & Olomu, 2017; Olateju, 2020). This, therefore, leaves a gap that needs to be attended to in the case of the moderating effect of organizational culture on the relationship between green human resource management and organizational performance of food and beverage manufacturing companies in Lagos State. Corporate rascality, a display of unethical practice by top executives has gradually gained dominance in the Nigerian food and beverage manufacturing sector and these have defined the prevailing culture in the organizations (Ali, 2016). And these practices have festered and grown largely, as self-interest of top management tends to precede the overall organizational goal of ensuring that shareholders have maximum returns for their investments.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Green HRM involves undertaking environment-friendly HR initiatives resulting in greater efficiency, lower costs, and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints through electronic filing, car sharing, job sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online recruitment and training, energy-efficient office spaces (Sheopuri & Sheopuri, 2015). Green Human Resource Management plays an important role in the industry to promote environment-related issues. The Green HRM may also help the employers and manufacturers in building brand image and reputation. Organizations need to conduct an environmental audit, thus changing the organizational culture, thinking about waste management, pollution, and helping the society and its people, those who are getting affected by pollution. It will also make employees and society members aware of the utilization of natural resources more economically and encourage eco-friendly products.

Some benefits of Green human resource management are; helping companies bring down costs without losing their talent. Organizations have huge growth opportunities by being green and creating a new friendly environment, which helps in enormous operational savings by reducing their carbon footprint. It helps in achieving higher employee job satisfaction and commitment, which leads to higher productivity and sustainability. Create a culture of concern for the well-being and health of fellow workers (Opatha & Arulrajah, 2014). It also helps to improve the retention rate of employees and improves the public image. Any time a firm adds a green initiative to its workplace, it can use the event to generate positive public relations. Organizations can promote environmental contributions to the media through press releases to earn the attention of potential customers and possible new sales, promote employee morale, improvement in attracting better employees, reduction in the environmental impact of the company, improved competitiveness, and increase overall performance, reduction of utility costs significantly. Even small businesses can significantly reduce their utility costs by using technologies that are energy-

efficient and less wasteful. Going green is easier with the assistance of governments, local municipalities, water supply authorities, and electric companies that offer tax incentives and rebates. Some government agencies, commercial businesses, and nonprofit institutions mandate that only businesses that meet specific green standards can bid on their contracts (Sanyal, 2017). Some also mandate that their purchasing departments only buy green products or use products and services sold by companies that meet certain green standards, reducing environmental damage. Other benefits also include encouraging employees through training and compensation, Today, most educated and affluent consumers look for companies that adopt environmental standards. Organizations pursuing environment-friendly human resource policies are also immensely benefited from the policy. This may help in arriving at greener products and green savings from waste elimination. The promotion of such values may also indirectly improve consumer satisfaction (Aranganathan, 2018).

Almanda and Borges (2018), examined the role of human resource (HR) management to achieve organizational sustainable competitive advantage (SCA), through the Natural Resource-Based View (NRBV) perspective. The major contribution of this study was that it offered an integrative framework of HR practices and NRBV strategies. This paper also adds value to managers by presenting ways to implement HR management for organizational sustainability achievement. HR management has a positive effect on organizational sustainable competitive advantage. Hamod and Majeed (2021) discuss the impact of green resource human management practices, components (Green employment, Green training development, Green performance management evaluation, Compensation & Green incentive systems) enhancing sustainable competitive advantage. Results showed that there is a statistically significant relationship between green human resource management and sustainable competitive advantage. Aykan (2017) investigated Gaining competitive advantage through green human resource management he found that there is a negative effect between competitive advantage and green human resource management. Based on the aforementioned, it is therefore hypothesized that:

H_{01}: There is no significant relationship between Green human resource dimensions and the competitive advantage of selected manufacturing firms in Lagos State Nigeria.

Al-Swidi, Gelaidan, and Saleh (2021) evaluated on the determinants and outcomes of green organisational culture and employees' green behaviour. The findings confirmed the effect of environmental concern, green human resource management and green leadership behaviour on green organizational culture. Furthermore, green organizational culture was confirmed to have a significant positive relationship with employees' green behaviour and organisational environmental performance. Importantly, green organizational culture also mediates the relationship between environmental concern, green human resource management, green leadership behaviour and employees' green behaviour. The originality of this study contributes to the current literature on green behaviour by examining these relationships and testing the mediation effects. It also offers guidelines for decision makers on how to maximize employees'

green behaviour in their workplace and subsequently create a culture of environmentally friendly organization.

Hadjri, Perizade, and Farla (2019) investigated the effect of GHRM, which consists of Green Recruitment and Selection (GRS), Green Training (GTR), and Green Compensation (GCO), directly on environmental performance (EP) and indirectly through green organizational culture (GOC) at state hospitals of Palembang. The results of the study show that there is an indirect influence between GRS and GCO on EP through GOC, while GTR does not have an indirect influence on EP through GOC as an intervening variable. Based on the aforementioned, it is therefore hypothesized that:

H$_{02}$: Organizational Culture has no significant moderating effect on the relationship between green human relationship management and the performance of manufacturing companies in Lagos State Nigeria.

METHOD

This research is empirical, it is based on primary data, it adopts explanatory cross-sectional survey research design which includes the analysis of quantitative data with the use of structured validated questionnaire at a point in time of the study, which has the advantage of being cost-effective and less time consuming.

The Study Context, Sampling and Data collection

The population of the study comprised selected food and beverages companies in Lagos State Nigeria that deal in fast moving consumer goods (FMCG). The Manufacturers Association of Nigeria (MAN) has one hundred and eighty-five (185) registered members in the food and beverage sector (MAN, 2018). Fifteen (15) members from this category of food and beverages companies have their head offices and factories in Lagos and Ogun States. For the purpose of brevity, this study focused on four (4) registered members of MAN in Lagos because they are fast moving consumer goods (FMCG) companies that had implemented changes as a result of economic and operational dynamism. The population of the study is the total number of staff in the specified categories from these four (4) companies, which is four thousand eight hundred and thirty - four (4834). The target population consists of management, senior and junior personnel of the selected Food and Beverages firms in Lagos State. The choice of Lagos State as the study area was because it houses the corporate head offices of the selected companies and the relevant staff-levels surveyed. These selected companies are seen as market leaders in the food and beverage manufacturing sector judging from their profile, portfolio, market reach, acceptability and financial performance as determined from the Nigeria Stock Exchange (2021) also because they are significant players in the fast-moving consumer goods (FMCG) industry that had strategically managed changed processes within the last two years.

The variables under consideration seek the perception of respondents on each construct and this was achieved through primary data alone. The primary data was collected by administering the questionnaire to the target respondents. The copies of the questionnaires were distributed in person as well as with the support of trained research assistants (and where applicable, staff in various manufacturing companies), with specific instructions on the administration process which involves administering copies of questionnaires from the respondents.

The questionnaires were adapted from extant literature and was used to collect data relating to both dependent and independent variables. Green human resource management is the independent variable and its sub-variables are green human resource planning, green recruitment, green training, green reward management, and green selection. The dependent variable is organisational performance and its sub-variables are firm profitability, firm growth, innovation, market share and competitive advantage with moderating variable of environmental policy and Organisational culture. The questionnaire contains three parts; part I was for demographic data while Part II obtained information required for the analysis of the study variables. Part II has five sections (A-E) which focused on the independent variables while part III was for the dependent variable. Other section contains constructs for the moderating variable. Each variable's question was designed in the form and the design has 6-point-type Likert scale of Very High (VH) = 6, High (H) =5, Moderately High (MH) = 4, Moderately Low (ML) = 3, Low (L) = 2 and Very Low = 1.

Measurement of Variables

Drawing from this study's research framework, the following dependent variables - competitive advantage, independent variable - green human resource management includes green human resource planning, green recruitment, green training, green reward management, and green selection. And the moderating variable is the organizational culture.

Data Analysis

The study employed a regression analysis to first establish the functional relationship between green human resource management and competitive advantage and subsequently assessed the moderating effect of organizational culture with hierarchical regression.

Model Specification
$Y = f(XZ)$
Y = Dependent Variable
X = Independent Variables
Z = Moderating Variable
Where:
Y = Competitive Advantage

X= Green Human Resource Management

X = (x1, x2, x3, x4, x5)

Z = (z1)

Where:

Y1 = Competitive Advantage (CA)

X = (x1, x2, x3, x4, x5,)

x1 = Green Human Resource Planning (GHP)

x2 = Green Recruitment (GR)

x3 = Green Training and Development (GTD)

x4 = Green Reward Management (GRM)

x5 = Green Selection (GS)

Z= Moderating Variable

Z1= Organisational Culture (OC)

α0 = Constant term

β1, β2, β3, β4 & β5 = Coefficients of Explanatory Variables

μi =Error term

The functional relationships and regression equations for the hypotheses are restated:

Hypothesis One

Y = f(x1, x2, x3, x4, x5)

Y = α0 + β1x1+ β2x2+ β3x3+ β4x4+ β5x5+ μi--------------------------------- Regression equation 1

Hypothesis Two

Y = f(X*z2)

Y= α0 + βiXi+ βizz2+ βizX*z2 + μi--- Regression equation 2

RESULTS AND DISCUSSION

Validity and Reliability Test

The research instrument was subjected to expert opinion validity as recommended by Raza and Nawaz (2011). To make sure that the research instrument was valid, the instrument was subjected to content and construct validity. Expert opinion was sorted to establish the content validity. Construct validity was measured statistically using Principal Component Factor Analysis (PCFA). Kaiser-Meyer-Olkin measures (KMO), Bartlett's Test of Sphericity was used to determine sample adequacy while Average Variance Extracted (AVE) was used to determine the construct validity. If the result of the KMO is greater than 0.5, it means that the questions measure the variables in the study. The result of the Bartlett test of Sphericity at 0.000 which is less than 5%, indicate that there is a highly significant relationship among variables in measuring the variables under study. The Average Variance Extracted (AVE) > 0.5 was used to test the construct and convergent validity of the research instrument.

Table 1: Validity and Reliability test for measuring items

Construct	Number of Initial Items	Number of Items Finally Retained	KMO	Bartlett's Test of Sphericity	Sig.	AVE
Green Human Resource Management						
Green Human Resource Planning	4	4	0.751	73.425	0.000	0.605
Green Recruitment	4	3	0.563	98.293	0.000	0.724
Green Reward Management	4	4	0.525	326.081	0.000	0.662
Green Selection	4	4	0.570	428.352	0.000	0.816
Green Training and Development	4	4	0.590	91.233	0.000	0.62
Competitive Advantage	4	4	0.596	157.704	0.000	0.694
Moderating Variables						
Organisational Culture	4	5	0.606	175.452	0.000	0.679

Source: Researcher pilot Survey (2021)

Green Human Resource Management and Competitive Advantage

H$_{01}$: Green human resource management dimensions have no significant effect on competitive advantage of selected food and beverage firms in Lagos State Nigeria.

Table 2: Summary of multiple regression analysis for the effect of Green human resource management on competitive advantage of selected food and beverage firms in Lagos State Nigeria.

Model	Beta	t	Sig.	R	R^2	Adj. R^2	Anova Sig.	F(df)
(Constant)	3.301	19.256	.000					
Green human resource planning	.067	.967	.334					
Green recruitment	-.008	-.115	.909	.281[a]	.079	.070	0.000	9.331 (5,545)
Green training and development	.285	3.316	.001					
Green reward management	.057	.750	.453					
Green selection	-.179	-2.450	.015					

a. Dependent Variable: Competitive advantage

b. Predictors: (Constant), green human resource planning, green recruitment, green training and development, green reward management, green selection.

Source: Researcher's Field Survey Results (2022)

Table 2 presents the results of multiple regression analysis for the effect of green human resource management on competitive advantage of selected food and beverage firms in Lagos State Nigeria. Table 4.19 presents a model summary which establishes how the model equation fits into the data. The *Adj R^2* was used to establish the predictive power of the study's model. From the results, Green human resource management (green human resource planning, green recruitment, green training and development, green reward management, green selection) have positive effect on competitive advantage of selected manufacturing firms (R = 0.281, p=0.000). The Adjusted coefficient of determination (Adj R^2) of 0.070 shows that green human resource management predicts 7% of the changes in competitive advantage of selected manufacturing firms under study. This result suggests that green human resource management influence 7% of competitive advantage of selected food and beverage firms in Lagos State Nigeria.

Green Human Resource Management, Organizational Culture, and Competitive Advantage

H_{02}: Organisational culture has no significant moderating effect on the relationship between Green human resources management and competitive advantage of selected food and beverage firms in Lagos State, Nigeria.

Table 3: Summary of hierarchical regression analysis for the moderating effect of organisational culture on the functional relationship between green human resource management and competitive advantage of selected food and beverage firms in Lagos State, Nigeria

Model	Beta	t	Sig.	R	R^2	Adj. R^2	ΔR^2	ΔF	Sig. F Change
(Constant)[a]	3.159	24.320	.000	.344[a]	.119	.117	.119	73.892	0.000
GHRM	.269	8.596	.000						
F & Anova Sig: 73.892 (1,549), p= .000									
(Constant)[b]	2.476	15.014	.000	.424[b]	.180	.177	.061	40.791	0.000
GHRM	.219	7.024	.000						
Organisational culture	.194	6.387	.000						
F & Anova Sig: 60.019 (2,548), p=.000									
(Constant)[c]	-.699	-2.066	.039	.563[c]	.317	.313	.137	109.916	0.000
GHRM	.984	12.566	.000						
Organisational culture	1.025	12.207	.000						
GHRM* Organisational culture	-.199	-10.484	.000						

a. Predictors: (Constant), Green human resource management
b. Predictors: (Constant), Green human resource management, Organisational culture
c. Predictors: (Constant), Green human resource management, Organisational culture, Green human resource management*Organisational culture
d. Dependent Variable: Competitive advantage
Source: Researcher's Field Survey Results (2022)

Tables 3 presents hierarchical multiple regression results for the moderating effect of organisational culture on the interactions between green human resource management, and competitive advantage.

From table 3, Model 1 reveals that R= .344, R^2 = 0.119, $F(1,549)$= 73.892, p= 0.000. The value of coefficient of determination, R^2 indicates that 11.9% of the variation in the competitive advantage of selected food and beverage firms in Lagos State, Nigeria was explained by green human resource management. The explained variation in the interaction between green human resource management on competitive advantage was found to be significant at p-value of 0.000 which is below the accepted threshold of 0.05. The regression coefficients section in Table 3 shows that the coefficient and constants were both positive and statistically significant, given the p-value of 0.000. Hence, the model that establishes the effect of green human resource management on competitive advantage was expressed as follows;

CA = 3.159 + 0.269GHRM……………………………. Eq. (iia)

Where CA = Competitive Advantage

    GHRM = Green human resource management

In the second step, a multiple regression involving green human resource management and organisational culture was introduced in the model as predictor variables and the results indicates that a change was experienced as R^2 change is 0.061 implying that the regression model explains 17.7% of variations in competitive advantage. The F-statistics is 40.791 with a corresponding p-value of 0.000 (p<0.05) indicating that the effect is statistically significant. In addition, green human resource management have a coefficient of 0.219; t-statistic of 7.024, and a p-value of 0.000. This implies that green human resource management have positive and significant effect on competitive advantage of the of selected food and beverage firms in Lagos State, Nigeria. More so, a unit change in green human resource management will have a concomitant 0.219 change in organisational performance within a specified organization culture. The beta coefficient for organisational culture is 0.194; t-statistic of 6.387 and a corresponding p-value of 0.000. This implies that organisational culture has positive and statistically significant influence on competitive advantage of selected food and beverage firms in Lagos State, Nigeria. The result posits that a unit change in organisational culture would result in significant change in organisational performance of 0.194. The regression model is hence restated as follows;

CA = 2.317 + 0.219GHRM + 0.194OC …………………………………. Eq. (iib)

Where: CA= Competitive Advantage
        GHRM= Green human resource management
        OC = Organisational culture

The third step involved the introduction of interaction term of green human resource management*organisational culture, using regression model. Result indicates that the R square change is 0.137, and F-change of 109.916 with a corresponding p-value of 0.000, implying that the interaction term of green human resource management*organisational culture has a positive and significant influence on organisational performance of manufacturing firms in Lagos State, Nigeria (p<0.05). Furthermore, the interaction term green human resource management*organisational culture has a beta coefficient of -0.199 and a corresponding p-value of 0.000. Hence, this imply that organisational culture significantly moderates the functional relationship between green human resource management and organisational performance of manufacturing firms in Lagos State, Nigeria. The established regression equation from the result is stated as follows:

CA = -0.699 + 0.219GHRM + 0.194OC - 0.199(GHRM*OC) ………………....... Eq (iic)
Where:
        CA = Competitive Advantage.
        GHRM = Green human resource management
        OC = Organisational culture
        GHRM*OC= Interaction term of green human resource management*organisational culture

The results posit that organisational culture has significant moderating effect on the functional relationship between green human resource management and organisational performance of manufacturing firms in Lagos State, Nigeria. Based on this result (ΔR^2 = 0.137, β = -0.199, Sig. F Change = 0.000), this study rejects the null hypothesis eight (H_08) which state that organisational culture has no significant moderating effect on the relationship between green human resources management and organizational performance of selected food and beverage firms in Lagos State, Nigeria.

Discussion

The findings indicated that Green human resource management dimensions had significant effect on competitive advantage of selected food and beverage firms in Lagos State Nigeria. Conceptually, firms will have competitive advantage when they outperform their competitors in the marketplace, Green human resource management help firms to outperform competitors through sustainable use of resources within the business organisations and enhancement of environmental sustainability. Empirically, the findings align with the work of Hristora and Stevceska (2020) who examined green human resource management in pursuit of sustainable

competitive advantage. Findings suggest that in recent years enterprises are willing to implement green sustainable human resource management practices. Muisyo *et al*; (2022) examined the effect of the effect of green HRM practices on green competitive advantage of manufacturing firms the findings suggested that GHRM practices, which include recruitment and selection, training and development (green abilities); performance management and reward and compensation (green motivation); and employee involvement and leadership (green opportunities) have a significant positive effect on the firms' green competitive advantage. Aykan (2017) examined gaining a competitive advantage through green human resource management. It was observed that green human resource management affects competitive advantage. Eva *et al;* (2012) examined environmental human resource management and competitive advantage, Empirical evidence showed that companies with a high level of human resource environmental practices can benefit from the advantages in costs and differentiation derived from the implementation of pollution prevention technologies. Theoretically, the findings align with the intent of Dynamic capability theory in that the adoption of GHRM facilitates internal and external factors of business alignment thus reducing the unfavorable effects of environmental dynamism.

However, the second findings revealed that organisational culture had significant negative moderating effect on the relationship between Green human resources management and competitive advantage of selected food and beverage firms in Lagos State, Nigeria ((ΔR^2 = 0.137, β = -0.199, Sig. F Change = 0.000).

Conceptually, organizational culture creates an environment in which operations of firms take place, Green HRM is part of this environment which is expected to facilitate performance. The adoption of sustainable environmental practices within the organizational culture is essential in shaping an organization's reputation and competitive advantage (Paillé *et al;* 2014; Tang *et al;* 2018). Empirically, the findings of the moderation of the effects of Green HRM on competitive advantage by organizational culture aligns with the works of other researchers, for example studies suggest that human behavior is largely responsible for the overall environmental deterioration, increasing water and air pollution, and depletion of natural resources, and so on which adds up to the climate change (Lehman & Gellar, 2004). Organizations efforts to ensure competitive advantage has resulted in the extensive adoption of an environmental management system (EMS) such as ISO 14001 certification (Masri & Jaaron, 2017; Rayner & Morgan, 2018), however how far organisations are able to infuse green components into their culture will determine whether such culture will facilitate competitive advantage or not. The findings of this study thus showed that food and beverages companies in Nigeria have not been able to create required internal environment or culture with needed green components that could make green human resource management practices ensure competitive advantage.

RECOMMENDATIONS AND CONCLUSION

Sequel to the findings from the study, the following recommendations are made;

i. The study recommended that food and Beverage Company should implement business strategies that will not just reduce the cost of operation or differentiate their products from competitors but such strategies should involve green human resource model that could make the gains of the companies to be sustainable without harm to the environment.

ii. An ESRC model which is Environmentally Sustainable Related Culture is recommended for each of the companies in the food and beverage industry, this culture helps to build the indices that create a green environment, and makes such indices to be more pronounced when they are already built. The indices comprise of green related values, beliefs, norm, attitude and behaviour buried in the fabrics of the organization and sub-merged in the personalities of the employees for everyday running of the organization, hence employees will not be struggling to align with green activities but they will easily live it out.

IMPLICATIONS FOR MANAGEMENT PRACTICE

The outcomes of this study have revealed that green human resource management dimensions had significant effect on the competitive advantage of selected food and beverage manufacturing firm in Lagos State, Nigeria. This study helps the food and beverage companies to identify the key green human resource policies that will enhance maximization of overall competitive advantage. It provides adequate information on how food and beverage organisations in Nigeria can improve their overall performance through adoption of green human resource management creativities. Furthermore, the results of this study enlightens shareholders, boards of directors, management and other stakeholders in the food and beverage industry on the importance of fast response to green human resource policies and environmental business opportunities and challenges in improving overall organisational culture.

REFERENCES

Afolaranmi, O. M., Oduyoye, O. O.& Asikhia, O. U. (2019). New Product Development and Competitive Advantage of Selected Companies in the Food and Beverages Industry in Lagos State, Nigeria. *International Journal of Advanced Research in Statistics Management and Finance*, 7(1): 158-166.

Akinwale, Adepoju & Olomu, (2017) Government policy and performance of small and medium business management. *International Journal of Academic Research in Business and Social Sciences, 5(2)*, 237-248.

Ali, W. (2016). Understanding the Concept of Job Satisfaction, Measurements, Theories and its Significance in the Recent Organizational Environment: A Theoretical Framework. *Archives of Business Research*, 4(1). https://doi.org/10.14738/abr.41.1735

Almada, L. & Borges, R. (2018). Sustainable Competitive Advantage Needs Green Human Resource Practices: A Framework for Environmental Management. *RAC, Rio de Janeiro*, 22(3): 424-442.

Al-Swidi, A. K., Gelaidan, H. M., and Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of Cleaner Production*, 316, https://doi.org/10.1016/j.jclepro.2021.128112.

Amida, O. A. Essien, E. A., & Olademeji, M.S. (2019). Business Innovation and Competitive Advantage in Nigerian Manufacturing Sector. *Emerging Markets Journal*, 9(2): 37-43

Aranganathan, P. (2018). Green recruitment: A new-fangled approach to attract and retain talent. *International Journal of Business Management & Research*, 2(3), 69-76.

Aykan, Ebru. (2017). Gaining a Competitive Advantage through Green Human Resource Management. 10.5772/intechopen.69703.

Azar, J. & Ciabuschi, K. (2016) Firm resources and sustained competitive advantage. *Journal of management*, *17*(1), 99-120.

Bisseker, T. (2014) Innovation in logistic services and the new business model. *International Journal of Physical Distribution & Logistics Management*. *30*(2), 170-183.

Chaudhary, R. (2019). Green Human Resource Management and Employee Green Behavior: An Empirical Analysis. *Corporate Social Responsibility and Environment Management*, *27*(1),630–641.

Damapour, F., & Aravind, D. (2011). Managerial innovation: conceptions, processes, and antecedents. *Management and Organizational Review, 8(*2), 72-80

Egwakhe, A. J., Falana, R. B., Asikhia, O. U., & Magaji, N. (2020). Business Strategies and Competitive Advantage: Evidence from Flour Mill Companies in Lagos State, Nigeria. *Journal of Economics and Behavioral Studies*, 12(2(J), 17-26. https://doi.org/10.22610/jebs.v12i2(J).3028

Eniola, A. A., & Entebang, H. (2014). SME firms performance in Nigeria: Competitive advantage and its impact. *International Journal of Research Studies in Management*, *3*(2), 75-86.

Eva, K. W., Armson, H., Holmboe, E., Lockyer, J., Loney, E., Mann, K., & Sargeant, J. (2012). Factors influencing responsiveness to feedback: on the interplay between fear, confidence, and reasoning processes. *Advances in health sciences education: theory and practice*, 17(1), 15–26. https://doi.org/10.1007/s10459-011-9290-7

Friedrich, J. & Newman, H. (2018) Knowledge management: An organizational capabilities perspective *Journal of Management Information Systems, 18*, (1), 111-124.

Guiyao, Yang, Yuan, Pascal, & Jin (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.

Hadjri, M.I., Perizade, B., Zunaidah, & Farla, W. (2019). Green Human Resource Management, Green Organizational Culture, and Environmental Performance: *An Empirical Study. Proceedings of the 2019 International Conference on Organizational Innovation* (ICOI 2019).

Halawi, A. & Wael-Zaraket, D. B. A. (2017). Impact of Green Human Resource Management on Employee Behavior. *Journal of Applied Business Research*, 2(1) 18- 34

Hamod, and Majeed. (2021). Effect of green human resource management practices in enhancing sustainable competitive advantage: an exploratory study of a sample of hospitals. *PalArch's Journal of Archaeology of Egypt / Egyptology*, 18(7), 1169-1189.

Hristova, S., & Stevceska-Srbinovska, D. (2020). "Green" HRM in pursuit of sustainable competitive advantage. *AICEI Proceedings*, 15(1). https://doi.org/10.5281/zenodo.4393537

IMA (2021). *Concept of the Corporation*. Asia: John Day Company.

Islam, M. M. & Uddin, R. (2015). Green HRM: Goal Attainment through Environmental. *The Journal of Nepalese Business Studies,* 9(1), 13 – 19

Kathuku, A (2017). Examining the competitive structure of Turkish tourism industry in comparison with diamond model. *Journal of Procedia Social and Behavioral Sciences, 62,* 620-627.

Lehman, Philip & Geller, E. Scott. (2005). Behavior Analysis and Environmental Protection: Accomplishments and Potential for More. *Behavior and Social Issues*. 13.

Masri, Heba & Jaaron, Ayham. (2017). Assessing Green Human Resources Management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*. 143. 474-489.

Muisyo, P.K., Su, Q., Hashmi, H.B.A., Ho, T.H. and Julius, M.M. (2022), "The role of green HRM in driving hotels' green creativity". *International Journal of Contemporary Hospitality Management*, 34(4): 1331-1352. https://doi.org/10.1108/IJCHM-07-2021-0833

Muzammel Shah, (2019). Green human resource management: Development of a valid measurement scale. *Wiley Online Library of Business Srategy and the Environment,* 28(5), 771-785.

Nigeria Stock Exchange (2021) https://ngxgroup.com/

Olateju, (2020). Organizational conflicts: Causes, effects and remedies. *International Journal of Academic Research in Economics and Management Sciences, 3*(6), 118-137.

Opatha, H. H. D. N. P & Arulrajah, A. (2014). Green Human Resource Management: Simplified General Reflections. *International Business Research*; 7(8); 110 - 112.

Pascal Paillé & Yang Chen & Olivier Boiral & Jiafei Jin, (2014). The impact of human resource management on environmental performance: An employee-level study, *Journal of Business Ethics, Springer,* 121(3), 451-466.

Rayner, J., & Morgan, D. (2018). An empirical study of 'green' workplace behaviours: ability, motivation and opportunity. *Asia Pacific Journal of Human Resources*, *5* (6), 56-78.

Raza, M.A., & Nawaz, M.M. (2011). Impact of job enrichment on employees' job satisfaction, motivation and organizational commitment: Evidence from public sector of Pakistan. *2* (3). 220-226.

Rungani, E.C., & Potgieter, M. (2018). The impact of financial support on the success of small, medium and micro enterprises in the Eastern Cape province. *Acta Commercii*.

Sanyal, Romola (2017) A no-camp policy: interrogating informal settlements in Lebanon. Geoforum, 84: 117-125.

Shen,.J., Dumont,.J. & Deng, .X. (2016). Employees' Perceptions of Green HRM and Non Green Employee Work Outcomes: *The Social Identity and Stakeholder Perspectives. Group & Organization Management*, Vol. 43(4) 594–622.

Sheopuri, A., & Sheopuri, A. (2015). Green HR Practices in the Changing Workplace, *Business Dimensions*, 2(1), 13-26,

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.

Wagner, Wolfgang. (2015). Representation in action. In G. Sammut, E. Andreouli, G. Gaskell, & J. Valsiner (Eds.), *The Cambridge Handbook of Social Representations,* 12-28. Cambridge, UK: Cambridge University Press.

Wayne, O., & Nuttaneeya, T. (2015). The moderating effect of 'Green' HRM on the association between proactive environmental management and financial performance in small firms. *The International Journal of Human Resource Management*, 27(2):1-23.

Yusmani, M.Y., Nejati, M., Daisy Kee, M.H. & Azlan .A. (2018). Linking Green Human Resource Management Practices to Environmental Performance in Hotel Industry. *Global Business Review* 21(3) 1–18

Zaid, Ahmed & Bon, Abdul & Jaaron, Ayham. (2018). Green Human Resource Management Bundle Practices and Manufacturing Organizations for Performance Optimization: a Conceptual Model. *International Journal of Engineering and Technology*. 7. 87-91.