



Green Leadership Practices and Employee Performance in Nigerian Public Universities

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Abstract	Original Research Article
<p>This study investigated the relationship between green leadership practices and employee performance in Nigerian public universities. Specifically, it explored how leadership practices that emphasize environmental sustainability impact the performance of university employees. The research focused on three key dimensions of green leadership: green recruitment and selection, green training and development, and green performance management. Data were collected through structured questionnaire tested with a reliability coefficient of 0.95 administered to purposively selected sample of university staff. Respondents provided candid and unbiased opinions on the influence of green leadership practices within their institutions. The data were analyzed using both descriptive and inferential statistical techniques to ensure robust and reliable findings. Results indicated that all three dimensions of green leadership practices namely; green recruitment and selection ($\beta = 0.2500, p < 0.05$), green training and development ($\beta = 0.2434, p < 0.05$), and green performance management ($\beta = 0.3857, p < 0.05$) have a positive and statistically significant effect on employee performance. These findings suggest that adopting environmentally conscious leadership strategies not only supports sustainability goals, but also enhances employee effectiveness and institutional productivity. The study concluded that green leadership practices play a vital role in promoting improved employee outcomes. It therefore recommended that public universities and similar institutions integrate green principles into their core leadership functions to foster a culture of sustainability, boost employee engagement, and align institutional objectives with global environmental priorities.</p> <p>Keywords: Ability-Motivation-Opportunity theory, Green recruitment, Green selection, Green training and development, Green performance management.</p>	

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1. INTRODUCTION

The concept of green leadership has emerged as a critical paradigm in addressing sustainability in organizational practices, including public universities. Green leadership emphasizes

environmentally sustainable decision-making and governance approaches that align institutional goals with global ecological priorities. In Nigerian public universities, adopting green leadership practices is particularly significant given the increasing environmental challenges and the necessity to align



with global sustainability trends. Studies have highlighted the correlation between leadership styles that incorporate green practices and enhanced employee performance in various contexts, indicating the potential for this approach to address performance gaps in Nigerian academic institutions (Akpocha, 2023; Ekechi & Umar, 2020).

Employee performance in educational settings, particularly in Nigerian public universities, is a multifaceted issue influenced by leadership styles, resource allocation, and organizational culture. Green leadership practices provide an opportunity to foster a performance-driven culture by embedding sustainability principles into daily operations. Recent research underscores the importance of green human resource management (GHRM) in promoting employee satisfaction and productivity through practices like green training and development, green recruitment, and performance appraisals tied to sustainability goals (Waliu & Kabuoh, 2024).

Public universities in Nigeria face systemic challenges, including resource scarcity, inadequate funding, and administrative inefficiencies. These issues often translate into low morale and suboptimal performance among employees. Green leadership practices, focusing on environmental sustainability, could provide a dual benefit: addressing institutional sustainability goals and enhancing the work environment for employees. The application of green reward systems, for instance, has been shown to significantly improve employee commitment and productivity by aligning individual performance with environmental stewardship (Anwar et al., 2020).

Furthermore, leadership in Nigerian universities plays a pivotal role in driving change management process that enhances employee performance. Green leadership, as a subset of progressive leadership styles, incorporates elements of transparency, accountability, and environmental consciousness, which are essential for fostering innovation and academic excellence. Evidence suggests that universities with proactive change management strategies, particularly those incorporating green principles, achieve higher levels of employee performance and satisfaction (Ekechi & Umar, 2020).

The effectiveness of green leadership practices in enhancing employee performance has garnered significant attention in recent years, especially within the context of public universities in Nigeria. Previous studies have highlighted the importance of incorporating green leadership and human resource management practices, such as green training, recruitment, and performance management, to improve employee satisfaction and organizational sustainability (Lawal et al., 2023). However, despite these findings, there remains limited research specifically addressing the application of these practices in Nigerian public universities; a sector characterized by resource scarcity and inadequate leadership models (Ekechi & Umar, 2020).

While studies like that of Anwar et al. (2020) have examined the mediating role of green human resource management in promoting environmental performance and employee motivation, they often fail to address the unique socio-economic challenges faced by Nigerian universities. For instance, constraints such as funding limitations, bureaucratic inefficiencies, and inconsistent policy implementation dilute the potential benefits of green leadership. Additionally, earlier studies focused predominantly on developed nations, leaving a contextual gap in understanding how these practices translate to resource-constrained environments like Nigeria (Odigiri et al., 2020).

One critical gap in the literature lies in the limited investigation of how green leadership practices influence employee performance through contextual mediators such as organizational culture and individual environmental awareness. Research has often emphasized either the environmental or the performance outcomes of green initiatives, but few studies have examined their integration in fostering a holistic performance improvement strategy within public universities (Akpocha, 2023). Furthermore, the potential for green leadership to address systemic inefficiencies, such as inadequate staff motivation and high attrition rates, remains underexplored in Nigerian academic settings.

This study aims to bridge these gaps by investigating the intersection of green leadership practices and employee performance in Nigerian public

universities. It focuses on identifying the specific mechanisms through which green practices can enhance performance, while accounting for the socio-economic and cultural challenges unique to this context. By addressing these gaps, the study contributes to both theoretical and practical advancements in leadership and human resource management.

The specific objectives of this study therefore are: (i) to examine the effect of green performance management on employee performance. (ii) To determine the effect of green training and development on employee performance. (iii) To ascertain the effect of green recruitment and selection on employee performance. The hypothetical proposition for this study is that: green performance management, green training and development, and green recruitment and selection have no significant effect on employee performance in Nigerian public universities

2. REVIEW OF RELATED LITERATURE

2.1 Green Leadership Practices

Green leadership practices have become an essential focus in organizational management, emphasizing sustainability and environmentally responsible decision-making. These practices are particularly relevant in higher education, where leaders influence policies that shape sustainable operations. Research highlights the integration of green leadership practices as a pathway to enhance organizational productivity while addressing environmental challenges. For instance, Ilamosi et al. (2024) found that green human resource practices, including recruitment and compensation significantly improve organizational performance in Nigerian federal polytechnics. Similarly, adaptive leadership approach which aligns institutional behaviors with sustainability goals, have been shown to foster systemic improvements and readiness for change in education systems (Waale et al., 2023).

Conceptually, green leadership encompasses strategic vision, environmentally conscious decision-making, and employee engagement in sustainability initiatives. Studies such as Balogun et al. (2023)

emphasize that incorporating energy conservation policies and waste management in universities leads to improved environmental stewardship and institutional efficiency. The integration of these practices ensures alignment with global sustainability trends, while also addressing localized challenges in resource management within Nigerian universities. Despite their potential, the adoption of green leadership practices faces several barriers. These include inadequate policy implementation, lack of awareness, and insufficient budgetary allocation for sustainability initiatives. These challenges in Nigerian universities, underscore the need for strategic policy-making and capacity building (Aasa et al., 2020).

Furthermore, Ebekozi et al. (2021) identified leadership-related barriers to implementing green practices in public infrastructure, calling for government interventions to strengthen policy frameworks. Green leadership practices are a transformative approach to aligning organizational goals with environmental sustainability. They require a multifaceted strategy that incorporates leadership training, policy reform, and resource allocation to achieve meaningful outcomes. These practices not only enhance institutional performance but also contribute to broader ecological objectives.

2.2 Employee Performance

Employee performance is a crucial determinant of organizational effectiveness, particularly in educational institutions such as Nigerian public universities. Recent studies have identified multiple factors influencing performance, including human resource practices, institutional policies, and employee well-being. Akpocha (2023) explored the relationship between human resource practices such as hiring and training with employee performance in Nigerian universities, finding that well-structured recruitment and training programmes significantly enhance staff productivity. Similarly, Ekechi and Umar (2020) highlighted the importance of effective change management strategies, noting that technological and organizational leadership changes are critical for maintaining high employee performance levels in Nigerian universities.

The challenges surrounding employee performance in Nigerian public universities often stem from systemic issues such as inadequate funding, ineffective leadership, and occupational stress. Odigiri et al. (2020) reported that increased teaching workloads and pressures to publish adversely affect academic morale and performance. Moreover, Akah et al. (2022) found that occupational stress, driven by workload imbalances and poor remuneration, significantly influence employee productivity and service delivery in Nigerian universities. These findings suggest that mitigating stressors through targeted institutional reforms could enhance staff performance and overall university output.

Conceptually, employee performance in universities can be categorized into task performance, contextual performance, and adaptive performance. Ujebe et al. (2023) emphasized the importance of adaptive and contextual performance measures, recommending the inclusion of these metrics in appraisals to sustain employee commitment and productivity.

Additionally, Omale et al. (2023) identified that motivational factors such as career growth opportunities and fair remuneration positively correlate with employee enthusiasm and effectiveness in Nigerian universities. These conceptual insights highlight the multifaceted nature of employee performance and the necessity for holistic approaches in policy and practice to enhance productivity in Nigerian public universities.

2.3 Green Performance Management

Green performance management practices (GPMP) are essential components of green leadership, focusing on evaluating and enhancing employee and organizational performance through environmentally sustainable strategies. These practices align individual and team goals with organizational sustainability objectives, fostering a culture of accountability and environmental stewardship. Research by Mousa and Othman (2020) found that green performance management, when coupled with robust human resource practices, significantly contributes to achieving sustainable performance in healthcare organizations. Furthermore, integrating green criteria into performance appraisals motivates

employees to adopt eco-friendly behaviors, leading to improved environmental outcomes (Paille et al., 2020).

Conceptually, GPMP operates by embedding environmental goals into performance evaluation frameworks, rewarding employees for contributing to sustainability initiatives. Liu et al. (2023) reported that green performance management, combined with transformational leadership, amplifies organizational environmental performance, especially in emerging economies. Similarly, Singh et al. (2020) found that GPMP mediates the relationship between green human resource management and green innovation, ensuring that sustainability goals are operationalized at all organizational levels. These studies highlight GPMP dual role in promoting environmental responsibility and aligning individual performance with broader organizational sustainability objectives. Despite its potential, however, GPMP adoption faces challenges such as limited resources and insufficient management support in developing contexts, requiring strategic interventions to realize its full impact.

2.4 Green Training and Development

Green training and development are essential dimensions of green leadership practices, aiming to enhance employee awareness, knowledge, and competencies for sustainable organizational behavior. According to Fapohunda et al. (2021), green training significantly contributes to environmental awareness by developing employees' green abilities, which account for over 93% of variations in environmental consciousness. This heightened awareness fosters a culture of environmental responsibility and commitment among employees. Furthermore, Amrutha and Geetha (2021) highlighted the mediating role of a supportive green climate, which enhances the relationship between green training and voluntary green workplace behaviors. Employees trained in eco-friendly practices are more likely to exhibit behaviors aligned with sustainability goals, fostering superior environmental performance.

Conceptually, green training integrates environmental principles into organizational

learning frameworks, empowering employees with the skills and motivation to adopt sustainable practices. Xie et al. (2020) demonstrated that green training not only supports career growth but also boosts organizational efficiency by enhancing employee performance through knowledge transfer and skill development. Similarly, Gull and Idrees (2021) revealed that green training mediates organizational efficiency by equipping employees with green competencies necessary for resource optimization and eco-friendly decision-making. Despite these benefits, Mousa and Othman (2020) noted that the implementation of green training practices in developing economies remains moderate due to challenges like limited funding and policy support. These findings underscore the transformative potential of green training and development in promoting sustainable leadership and organizational performance.

2.5 Green Recruitment and Selection

Green recruitment and selection are critical components of green leadership practices, emphasizing the integration of environmental sustainability into hiring processes. This approach focuses on attracting, selecting, and retaining candidates whose values and skills align with an organization's sustainability goals. According to Ilamosi et al. (2024), organizations that adopt environmentally conservative recruitment strategies significantly improve their workforce alignment with sustainability objectives. This includes using eco-friendly channels for job postings, incorporating green criteria into job descriptions, and evaluating candidates based on their commitment to environmental practices. Additionally, recruitment policies that prioritize sustainability foster a workforce capable of driving green initiatives, contributing to both organizational and ecological success.

Conceptually, green recruitment and selection are grounded in the principles of environmental stewardship and sustainable human resource management. A study by Iyoha et al. (2023) highlights that incorporating green criteria into the selection process not only ensures the hiring of

environmentally conscious individuals but also enhances employee motivation and engagement. Furthermore, adaptive recruitment strategies, such as remote interviews and paperless applications, reduce the ecological footprint of the hiring process. Despite these advantages, Aasa et al. (2020) emphasize that organizations often face challenges in fully integrating green recruitment practices due to insufficient policy frameworks and a lack of awareness among recruiters. Addressing these challenges requires comprehensive training programs and robust institutional policies to ensure that recruitment processes contribute effectively to green leadership and sustainability goals.

2.6 Green Leadership Practices and Employee Performance

Green leadership practices are emerging as a crucial paradigm for fostering organizational sustainability and enhancing employee performance. These practices integrate environmental considerations into leadership strategies, creating a work culture that values ecological responsibility and innovation. Research by Luu (2020) highlights the role of environmentally-specific servant leadership in promoting employee environmental citizenship behavior, which directly contributes to organizational green performance. This study found that aligning leadership strategies with employee goals fosters a collaborative environment, enabling both personal and organizational growth. Similarly, Singh et al. (2020) demonstrated that green transformational leadership significantly enhances employee green innovation capabilities through structured HRM practices.

The link between green leadership and employee performance is further supported by Mering (2024), who investigated the mediating effects of green work engagement. The study revealed that green leadership fosters job satisfaction and employee commitment to environmental sustainability, enhancing overall performance outcomes. Additionally, Weber and Kassab (2024) explored how green transformational leadership influences employee behaviour, and reported that such leadership style empowers employees to adopt

environmentally conscious behaviours, improving organizational performance metrics.

Despite the benefits, challenges remain in the implementation of green leadership practices. Liu et al. (2023) identified a gap in the integration of green leadership into existing HR frameworks, emphasizing the need for more comprehensive training programs and policy support. Furthermore,

studies like those by Mousa and Othman (2020) have highlighted that in resource-constrained environments, the absence of sufficient financial and managerial resources hampers the effectiveness of green leadership in driving employee performance. Arising from the foregoing, the conceptual framework designed for this study is as shown in Figure 1.

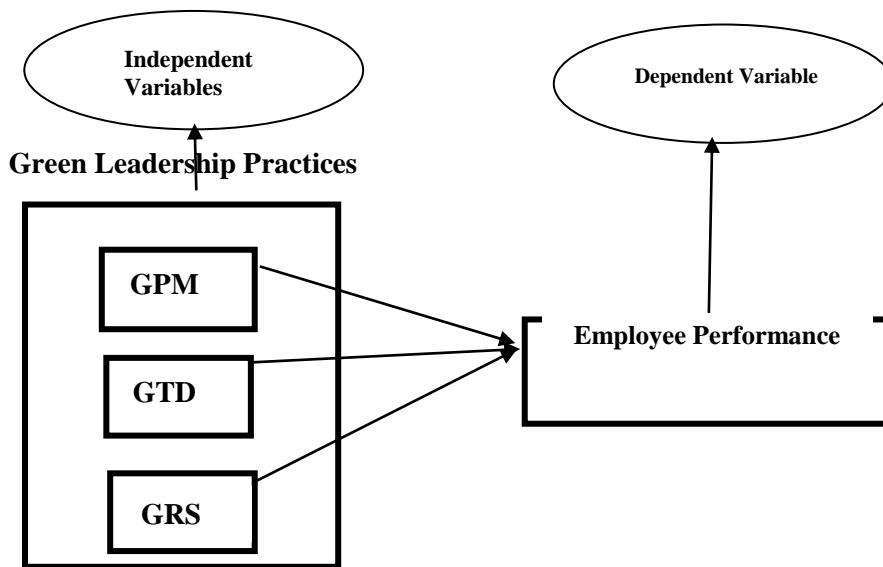


Fig1: Conceptual framework for green leadership practices and employee performance (Source: Researcher concept, 2026).

2.7 Theoretical Framework

The Ability-Motivation-Opportunity (AMO) theory is the theoretical anchorage for this study. The theory is a suitable framework for examining the relationship between green leadership practices and employee performance. This theory posits that organizational performance improves when employees are provided with the ability (skills and knowledge), motivation (incentives and encouragement), and opportunity (supportive environment) to perform effectively. In the context of green leadership, AMO theory highlights how

environmentally-focused leadership practices can influence employee behavior by enhancing their skills, motivating pro-environmental actions, and fostering a conducive environment for sustainable performance (Weber & Kassab, 2024).

Green leadership practices, such as green recruitment, training, and performance management, align closely with the AMO framework. For instance, Singh et al. (2020) demonstrated how transformational leadership that focuses on environmental goals can significantly enhance employee ability and motivation, leading to better

environmental performance. Similarly, Anwar et al. (2020) showed that green HRM practices, which incorporate AMO principles, improve employees' environmental competencies and foster organizational citizenship behaviors towards sustainability.

The AMO theory also underscores the importance of a supportive organizational culture. Rizvi and Garg (2020) illustrated that a green-oriented organizational culture, mediated by AMO-driven leadership, creates opportunities for employees to engage in green initiatives, ultimately improving organizational environmental performance. This theoretical approach provides a robust foundation for investigating how green leadership practices can systematically enhance employee performance in Nigerian public universities, thereby advancing sustainability and institutional efficiency.

2.8 Prior Empirical Studies

Weber and Kassab (2024) investigated the influence of employee green behavior on green transformational leadership (GTL) and green human resource management (GHRM), and their subsequent effects on sustainable organizational performance. Data analysed from 482 environmental quality promotion departments in Thailand using OLS regression, revealed that green behavior positively enhances GTL and GHRM, which in turn significantly improve sustainability outcomes. Grounded in the Ability-Motivation-Opportunity (AMO) theory, the research underscores the importance of integrating green initiatives into leadership and HRM strategies to foster environmental consciousness and organizational sustainability. The study provides empirical evidence supporting the role of green HRM and leadership in achieving long-term sustainability, highlighting the value of targeted training and energy conservation initiatives.

Ilamosi et al. (2024) investigated the impact of green human resource management (GHRM) practices on the productivity of tertiary institutions in Nigeria, focusing on six federal polytechnics in the South. Using a cross-sectional survey design, data were collected from 371 employees selected from a

population of 5,028 using the Taro Yamane formula and proportional allocation. Structural equation modeling with Smart-PLS 4.0 revealed that green initiatives in operations (GIO), recruitment and compensation management (GRCM), and resource sustainability (GRS) all significantly and positively influence organizational productivity (t-statistic = 3.512, 8.385, and 4.711, respectively; $p < 0.05$). The findings underscore the importance of GHRM practices in enhancing productivity within the studied polytechnics. The study concludes that adopting green HR practices is essential for optimizing productivity in federal polytechnics in Southwest Nigeria.

Wiredu et al. (2023) examined the direct and indirect effects of green human resource practices (GHRPs), employee motivation for innovation (EMI), and green innovation practices (GIP) on enhancing employee performance (EP) while exploring the moderating role of green transformational leadership (GTL) under the Ability-Motivation-Opportunity (AMO) theory framework. Using survey data from 535 South African business entities, the findings reveal that GHRPs significantly influence EMI, GIP, and EP, with EMI and GIP also directly enhancing EP. Additionally, GTL strengthens the relationship between GHRPs and EP. The study contributes to the AMO theory by integrating new variables and highlights the mediating roles of EMI and GIP in the GHRPs-EP relationship. It provides valuable insights for managers to implement green HR policies, fostering environmental sustainability and long-term performance improvements.

Gull and Idrees (2021) examined the role of green training in enhancing organizational efficiency through the lens of the Ability-Motivation-Opportunity (AMO) theory, focusing on its integration into green management practices. Using a quantitative, cross-sectional approach, data was collected from 235 managerial-level employees of ISO-14001 certified textile manufacturing organizations through purposive sampling, and structural equation modeling was employed for analysis. The findings highlight that green training is pivotal for environmentally responsible organizations to achieve efficient resource utilization while contributing to environmental protection.

Moreover, developing green competencies among employees equips them to implement eco-efficient business practices, reinforcing the link between green training and organizational efficiency.

The impact of green training and development techniques on environmental sustainability was investigated by Moradeke et al. (2021). They focused on how green skills improve environmental awareness and the connection between green knowledge and employee commitment to sustainability. Data from 175 employees of WAMCO Nigeria Plc revealed that developing green abilities significantly boosts environmental awareness, accounting for 93.7% of its variation. Additionally, a strong positive link was found between green knowledge and employee commitment ($r = 0.942, p < 0.05$). The study concluded that green training is essential for promoting employee engagement and advancing sustainable development goals. Regular, targeted training on green initiatives is recommended to strengthen these outcomes.

Iyoha et al. (2023) examined the influence of green human resource management (GHRM) practices on the job motivation of business educators in public universities in Delta State. The research aimed to assess how GHRM, specifically training and remuneration, impacts educators' motivation. Conducted as a correlational survey, the study included 58 business education lecturers in Delta State's public universities, using a structured questionnaire for data collection. The findings demonstrated a strong positive correlation between GHRM practices and business educators' job motivation, highlighting the importance of training and equitable remuneration in promoting motivation.

3. RESEARCH METHODOLOGY

This study employed a cross-sectional research design, which is well-suited for examining a large population at a specific point in time using a carefully selected sample to establish relationships between variables, particularly where the dependent variable can exhibit change. The research focused on 200 academic staff from three universities in Delta State: the University of Science and Technology,

Ozoro; the University of Delta, Agbor; and Delta State University, Abraka. To establish the appropriate sample size, the study applied Yamane's formula for sample size determination, ensuring statistical validity and representativeness. Based on this calculation, a sample of 90 academic staff was selected, with 30 respondents drawn from each university. This approach ensured that the sample was both feasible for data collection and reflective of the larger academic population across the three institutions.

The study employed a self-structured questionnaire as the primary instrument for data collection, divided into five sections to address various aspects of the research. Section one focused on the demographic details of respondents, section two addressed green performance management, section three covered green recruitment and selection, section four contained questions on green training and development, and the final section examined employee performance. The questionnaire utilized a five-point Likert scale to measure responses, with options ranging from "Strongly Agree" (5 points), "Agree" (4 points), "Undecided" (3 points), "Disagree" (2 points), to "Strongly Disagree" (1 point), allowing for the quantification of respondents' attitudes and perceptions towards various constructs. The reliability of the instrument was tested and it reported a high Cronbach Alpha value. Data analysis involved the use of simple percentages and frequencies to summarize responses, with percentages calculated from tabulated responses.

Both descriptive and inferential statistics were applied; descriptive statistics such as percentage, standard deviation, mean, skewness and kurtosis were used to characterize demographic traits and questionnaire responses, while inferential statistics such as Interim Covariance and Ordinary least square (OLS) regression were employed.

The functional form of the model is expressed as:

$$\text{Employee Performance} = f(\text{Green Leadership Practices}) \quad (1)$$

To permit estimation, the model was reformulated as:

$$\text{EMPER} = a_0 + a_1\text{GPM} + a_2\text{GRS} + a_3\text{GTD} + \mu_t \quad (2)$$

Where:

EMPER = Employee Performance;

GPM = Green Performance Management

GTD = Green Training and Development

GRS = Green Recruitment and Selection.

μ_t = Error term

a_1, a_2, a_3 = Coefficients of the regressors.

The reliability of the questionnaire was assessed using Cronbach’s Alpha, a statistical measure that evaluates the internal consistency of the instrument.

A high Cronbach’s Alpha value (above 0.70) indicates strong reliability, ensuring that the questionnaire items consistently measure the intended constructs. In this study, the Cronbach’s Alpha values for Green Performance Management (GPM), Green Training and Development (GTD), Green Recruitment and Selection (GRS), and Employee Performance (EMPER) all exceeded 0.90 demonstrating excellent reliability. This suggests that the questionnaire items are well-structured, coherent, and capable of yielding consistent responses, making them suitable for evaluating the research variables effectively.

Table 1: Cronboach Alpha

Item	item-test correlation	item-rest correlation	average inter item covariance	Alpha
EMPER	0.9685	0.9487	0.2442	0.9533
GPM	0.8972	0.8361	0.2601	0.9722
GTD	0.9709	0.9572	0.2705	0.9561
GRS	0.9780	0.9639	0.2413	0.9508

Source: Researchers’ Computation, 2026

Table 1 evaluates the reliability of the variables—Employee Performance (EMPER), Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Performance Management (GPM)—using Cronbach’s Alpha. These metrics measure internal consistency, with higher values indicating stronger reliability. All variables show excellent reliability, as their Alpha values exceed 0.95, which is well above the acceptable threshold of 0.70.

For Employee Performance (EMPER), the Cronbach’s Alpha is 0.9533, indicating excellent internal consistency among the items measuring this variable. The item-test correlation of 0.9685 and item-rest correlation of 0.9487 demonstrate that the items strongly align with the overall scale and with each other. The average inter-item covariance of 0.2442 suggests a reasonable level of agreement

between the items without redundancy, confirming the robustness of the scale.

Green Performance Management (GPM) shows the highest reliability with a Cronbach’s Alpha of 0.9722, confirming the exceptional internal consistency of the items. Although the item-test correlation (0.8972) and item-rest correlation (0.8361) are slightly lower compared to the other variables, they still indicate a strong alignment of individual items with the overall construct. The average inter-item covariance of 0.2601 supports the cohesion of the items, ensuring that they collectively provide a reliable measure of GPM.

Similarly, Green Training and Development (GTD) has an Alpha value of 0.9561, reflecting high reliability. The item-test correlation of 0.9709 and item-rest correlation of 0.9572 highlight that the individual items contribute to the overall construct.

The average inter-item covariance of 0.2705, slightly higher than the other variables, suggests a strong and diverse set of items effectively capturing the concept of green training and development.

Green Recruitment and Selection (GRS) exhibits a Cronbach’s Alpha of 0.9508, further confirming excellent reliability. The item-test correlation of 0.9780 and item-rest correlation of 0.9639 show a high degree of alignment between individual items

and the overall construct. The average inter-item covariance of 0.2413 is consistent with EMPER, indicating well-coordinated items that cohesively measure GRS. The high Alpha values and strong item-test and item-rest correlations across all variables confirm their excellent reliability and suitability for assessing employee performance and green leadership practices. These findings validate the robustness of the instruments used in the study.

4. RESULTS AND DISCUSSION

Table 2: Socio-Demographic Characteristics of Respondents

		Frequency	Percentage (%)
Sex	Male	54	60%
	Female	36	40%
	Total	90	100%
Qualification	Bachelor’s Degree	6	7%
	Master’s Degree	39	43%
	Doctorate Degree	45	50%
	Total	90	100%
Working Experience	Less than 1 year	3	3%
	2 years to 5 years	21	23%
	5 years to 10 years	36	40%
	10 years and above	30	33%
	Total	90	100%

Source: Researchers’ Computation, 2026.

Table 2 presents the socio-demographic characteristics of the study’s 90 respondents, categorized by gender, educational qualifications, and working experience. In terms of gender distribution, 60% of the respondents are male (54 employees), while 40% are female (36 employees). This indicates a moderate gender imbalance, with a higher representation of males in the sample, which may reflect the gender composition within the target population or industry under study.

Regarding educational qualifications, the majority of respondents hold advanced degrees, with 50% (45

respondents) possessing a Doctorate degree, followed by 43% (39 respondents) holding a Master’s degree, and only 7% (6 respondents) having a Bachelor’s degree. This high level of academic achievement shows that the sample comprises highly educated individuals, which could influence the depth and quality of responses, especially when dealing with complex topics such as green leadership practices and employee performance.

In terms of working experience, the respondents show a diverse range of professional backgrounds. The largest group, 40% (36 respondents), has 5 to 10

years of work experience, indicating a substantial level of industry knowledge and expertise. This is followed by 33% (30 respondents) with over 10 years of experience, reflecting a seasoned group likely to provide insights grounded in long-term professional exposure. Additionally, 23% (21 respondents) have 2 to 5 years of experience, while only 3% (3

respondents) reported having less than one year of experience. This distribution indicates that the majority of participants have significant professional experience, enhancing the reliability of their perspectives on organizational practices and employee performance.

Table 3: Descriptive statistics

Variable	Mean	Std. Dev.	Min	Max	Skewness	Kurtosis
EMPER	4.5714	0.5683	1.4285	5	-4.1458	21.9071
GPM	4.6266	0.5758	1.8	5	-2.9518	13.5624
GTD	4.5107	0.4585	1.8	5	-5.1477	28.2703
GRS	4.7266	0.5709	1.4285	5	-4.8907	26.4012

Source: Researchers' Computation, 2026

Table 3 provides insights into the dependent variable, employee performance (EMPER), and the independent variables: Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Performance Management (GPM). These metrics include the mean, standard deviation, minimum and maximum values, skewness, and kurtosis, which collectively offer a detailed understanding of the data's distribution and variability.

The results for employee performance (PERF) reveal a high mean score of 4.5714, indicating that performance levels among respondents are generally strong and close to the maximum score of 5. The standard deviation of 0.5683 reflects low variability, suggesting consistency in performance levels across the respondents. However, the skewness value of -4.1458 and kurtosis of 21.9071 highlight a highly negatively skewed and leptokurtic distribution, meaning most performance scores are clustered near the higher end, with only a few low outliers.

The implication of this negative skewness is that the majority of respondents rated their performance highly, indicating a generally positive perception of employee performance within the organization. This clustering towards higher scores may reflect strong

employee satisfaction, effective leadership, or successful organizational practices. The high kurtosis value suggests that the distribution is sharply peaked with heavy tails, indicating that while most respondents provided similar high scores, there are a few extreme values that deviate significantly from the mean.

Green Performance Management (GPM) has a mean score of 4.6266, showing that these practices are effectively applied within the organization. The standard deviation of 0.5758 indicates moderate variability, while the skewness (-2.9518) and kurtosis (13.5624) demonstrate a negatively skewed and leptokurtic distribution. This suggests that the majority of respondents rated GPM procedures highly, with very few giving bad ratings. The observed high levels of employee performance are probably a result of the strong adoption of green leadership techniques, as indicated by the high mean scores and consistent patterns across all variables.

Green Training and Development (GTD) also scored highly, with a mean of 4.5107, signifying widespread implementation and positive perceptions of these practices. The low standard deviation of 0.4585 indicates limited variability, pointing to consistent responses across the sample. The skewness of -

5.1477 and kurtosis of 28.2703 reflect a highly negatively skewed and sharply peaked distribution, showing that most respondents reported high levels of green training and development practices with minimal low values.

Lastly, for Green Recruitment and Selection (GRS), the mean score is 4.7266, which suggests a strong

emphasis on environmentally conscious recruitment practices. The standard deviation of 0.5709 reflects moderate variability, but the skewness (-4.8907) and kurtosis (26.4012) indicate an even more negatively skewed and sharply peaked distribution compared to employee performance. This suggests that most respondents rated GRS practices very highly, with few deviations from the norm.

Table 4: Interim Covariance

Variable	EMPER	GRS	GTD	GPM
EMPER	0.3230			
GRS	0.3017	0.3260		
GTD	0.2418	0.2525	0.2102	
GPM	0.2780	0.2800	0.2196	0.3316

Source: Researcher’s Computation, 2026

Table 4 presents the result of inter-item covariance which measures the degree to which two variables vary together, offering insights into their relationships. Higher covariance values indicate stronger associations, while diagonal values represent the self-covariance or internal variability of each variable.

The diagonal values reflect the self-covariance of each variable. EMPER has a self-covariance of 0.3230, indicating moderate variability within employee performance scores. Similarly, GRS (0.3260), GTD (0.2102), and GPM (0.3316) show moderate to high self-covariance values, with GPM having the highest variability. This suggests that green performance management scores exhibit the widest spread among respondents, while GTD scores show relatively less internal variability.

The covariance between EMPER and the independent variables highlights their relationships. GRS and EMPER have a covariance of 0.3017, indicating a strong positive relationship, where improvements in green recruitment practices correspond to better employee performance. Similarly, GTD and EMPER show a positive relationship with a covariance of 0.2418, suggesting

that green training practices enhance employee outcomes. The covariance between EMPER and GPM is 0.2780, reflecting a strong association and emphasizing the importance of performance management practices in improving employee performance.

The relationships among the independent variables further underscore the synergy between green leadership practices. GRS and GTD exhibit a covariance of 0.2525, indicating a moderately strong connection, where organizations focusing on green recruitment are likely to implement robust training practices as well. The covariance of 0.2800 between GRS and GPM highlights a particularly strong association, suggesting that effective green recruitment aligns closely with green performance management. Finally, the covariance of 0.2196 between GTD and GPM reflects a positive, though slightly weaker, relationship, emphasizing that training and performance management efforts complement each other but may operate more independently compared to other variables.

The inter-item covariance values reveal strong, positive relationships among the variables, particularly between green leadership practices

(GRS, GTD, GPM) and employee performance (EMPER). Among the green practices, GRS and GPM show the strongest relationship, highlighting their complementary roles. These findings suggest

that an integrated approach to green leadership—combining recruitment, training, and performance management—can effectively enhance employee performance while promoting sustainability goals.

Table 5: Result of Multicollinearity Test using VIF Test

Variable	VIF	1/VIF
GPM	1.11	0.901923
GTD	1.08	0.926180
GRS	1.05	0.955317
Mean VIF		1.08

Source: Researchers' Compilation, 2026.

All independent variables—Green Performance Management (GPM), Green Training and Development (GTD), and Green Recruitment and Selection (GRS)—have VIF values below 1.5, with a mean VIF of 1.08, according to the results of the multicollinearity test using the Variance Inflation Factor (VIF). Given that VIF values below 10 typically imply an acceptable degree of collinearity among predictor variables (Osazevbaru & Isiaka,

2026). This shows that multicollinearity is not an issue in this study. The tolerance levels represented by the 1/VIF values are all near to 1, further demonstrating that there isn't a serious collinearity problem. In order for the regression model to generate accurate and impartial estimates free from distortion caused by dependency among predictors, the independent variables should be sufficiently different from one another.

Table 6: Regression Results of Green Leadership Practices and Employee Performance

Dependent Variable: Employee Performance (EMPER)

Variables	Symbol	Coef.	Std. Err	t-Stat.	Sign.
Constant	_CONS	-0.4131	0.1639	-2.52	0.013
Green Performance Management	GPM	0.2500	0.0599	4.17	0.000
Green Training and Development	GTD	0.2434	0.0509	4.78	0.000
Green Recruitment and Selection	GRS	0.3857	0.1272	3.03	0.003
F (3, 110)				182.8	
(Prob > F)				0.0000	

Source: Researcher's Computation, 2026

The Table 6 analyzes the relationship between Employee Performance (EMPER), the dependent variable, and three independent variables: Green Recruitment and Selection (GRS), Green Training

and Development (GTD), and Green Performance Management (GPM). The coefficients (Coef.), standard errors (Std. Err.), t-statistics (t-Stat.), and significance values (Sign.) provide insights into the

strength and significance of each predictor in explaining variations in employee performance. The overall model is statistically significant, as indicated by an F-statistic of 182.8 with a p-value of 0.0000, demonstrating that the independent variables collectively explain a substantial portion of the variance in EMPER.

GPM has a coefficient of 0.2500, a standard error of 0.0599, and a statistically significant t-statistic of 4.17 ($p = 0.000$). This suggests that, while all other variables are held equal, a unit increase in green performance management methods leads to a 0.2500-unit improvement in employee performance. The positive correlation emphasises how crucial it is to incorporate sustainability criteria into performance reviews. Green performance management likely motivates employees to prioritize eco-friendly practices and contributes to a culture of accountability, ultimately enhancing their effectiveness and organizational performance.

GTD has a coefficient of 0.2434 with a standard error of 0.0509 and a highly significant t-statistic of 4.78 ($p = 0.000$). This suggests that a unit increase in green training and development practices leads to a 0.2434-unit increase in employee performance, holding other variables constant. The significant relationship demonstrates that green-focused training programs equip employees with the skills and knowledge necessary to align their work behaviors with the organization's sustainability objectives. This alignment likely enhances efficiency, productivity, and overall performance.

GRS has a coefficient of 0.3857, a standard error of 0.1272, and a statistically significant t-statistic of 3.03 ($p = 0.003$). This shows that, when all other variables are held constant, employee performance increases by 0.3857 units for every unit increase in green recruitment and selection processes. The robust positive correlation highlights how important sustainable recruiting practices are for increasing worker productivity. By emphasizing eco-conscious recruitment criteria, organizations likely attract employees whose values align with the company's sustainability goals, thereby fostering higher commitment and performance.

Employee performance is favourably and strongly

impacted by each of the independent variables. The model's overall significance ($p < 0.0000$) indicates that these green leadership practices collectively play a crucial role in driving employee performance, underscoring their value in achieving both organizational and sustainability goals.

4.1. Discussion

Green performance management (GPM) significantly contributes to employee performance, as evidenced by its positive coefficient. This supports the idea that performance evaluations incorporating sustainability metrics encourage employees to adopt eco-friendly practices. Liu et al. (2023) observed that green performance management enhances environmental and organizational outcomes by fostering accountability and rewarding sustainable behaviours. Furthermore, Singh et al. (2020) highlighted that green performance management practices drive innovation and align individual goals with organizational sustainability objectives. Nevertheless, some studies, such as those by Elvira and Mellita (2024), have pointed out challenges in standardizing green performance appraisals, especially in industries lacking a strong environmental culture.

Employee performance is also significantly improved by green training and development (GTD), underscoring GTD's significance in providing workers with the information and abilities they need to support organisational sustainability objectives. This finding is supported by Amrutha and Geetha (2021), who noted that green training enhances employees' pro-environmental behaviors, contributing to improved individual and organizational performance. Similarly, Shahrulnizam et al. (2024) found that green training initiatives improve both job satisfaction and the ecological outcomes of employees. However, Mousa and Othman (2020) argued that while green training is effective, its implementation is often hindered by inadequate funding and lack of managerial support in developing economies.

The findings of the study reveal that green recruitment and selection (GRS) significantly impacts employee performance, with a positive

coefficient indicating that eco-conscious hiring practices enhance employee outcomes. This aligns with the findings of Bangura and Lourens (2023), who demonstrated that green recruitment practices, particularly in educational institutions, improve employee environmental awareness and job performance. Additionally, Ramachandaran et al. (2024) emphasized that integrating sustainability into recruitment strategies not only aligns with environmental goals but also fosters employee engagement and productivity. However, Florid et al. (2024) highlighted those challenges, such as limited awareness and resource constraints, can affect the consistency of these outcomes in some contexts.

5. CONCLUSION AND RECOMMENDATIONS

The findings of the study reveal that green leadership practices, including green performance management, green training and development, and green recruitment and selection significantly and positively influence employee performance of Nigerian universities. Green recruitment and selection demonstrates the strongest impact, highlighting the critical role of eco-conscious hiring in aligning employee values with organizational sustainability goals. Green training and development effectively equips employees with the knowledge and skills to adopt sustainable practices, further enhancing their productivity and alignment with green objectives. Green performance management contributes by integrating sustainability metrics into performance evaluations, fostering accountability and rewarding eco-friendly behaviours.

Collectively, these practices underscore the transformative potential of green leadership in driving both individual and organizational performance, while also aligning with broader sustainability agendas. Based on the findings, the following recommendations were made: (i) Organizations should embed green recruitment, training, and performance management into their leadership strategies to align employee roles with sustainability objectives, thereby enhancing productivity and environmental responsibility. (ii) Develop comprehensive training programs to equip

employees with the necessary skills and knowledge to adopt eco-friendly practices, fostering a workforce committed to advancing organizational sustainability goals. (ii) Design performance appraisal systems that include green criteria, rewarding employees for their contributions to environmental objectives and promoting a culture of accountability and continuous improvement.

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