

SUSTAINABLE HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN UNILEVER PLC. ADAMAWA STATE, NIGERIA

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ABSTRACT

Sustainable Human Resources management practice is required for the success of organization for the long-term goals and sustainability, where productivity and performance are determine factors of overall success of an organization. Human resources is the most valuable asset of any organization, the success or failure of any organization to a large extent depends on how effective they were able to manage their human resources, their needs and working condition must be satisfied if an organization must achieve its aims and objectives. Sustainable human resource management practices deployed in this study are Common good, Green HR policies, Social responsible HRM, and Triple bottom line. The researcher used the primary data in the study. A correlation survey research design was employed. The population of the study comprised all the starters with high, middle and lower management in Adamawa State. A sample selected using stratified random sampling, with 101 employees as population. Pilot study was carried out in one of the organization to ascertain the reliability and validity of the questionnaire. The sample size of the study was 81 employees derived using the Taro Yamani formulae for the determination of sample size. A total number of 81 questionnaires were distributed and 63 returned. The researcher used simple percentage and regression analysis as statistical tool for the analysis. Findings revealed that the variables of sustainable human resource management practices used in this study, Common good, Green HR policies, Social responsible HRM, and Triple bottom line are significant correlated with employee performance. It shows that providing adequate practices for employees lead to increase in performance rate of an organization. The study concluded that adoption of sustainable human resource management practices enhances employee performance. There is need for proper coordination, control and implementation in order to achieve organization objective and at the same time reduce employee turnover which has caused great havoc in the organization.

Keywords: Sustainable human resources management, Green Human Resource, Common Good HRM, Triple Bottom line policy, Socially responsible HRM, Employee Performance

INTRODUCTION

Sustainable Human Resources Management practices (SHRMP). Tending towards ensuring the long-term and well-being of employees, the organization, and the environment due to their potential to enhance employee performance while promoting environmental and social responsibility (Cohen et al., 2012; Ehnert & Harry, 2012; Ehnert et al., 2014). Research, such as that by Paille, Chen Boiral, & Jin (2014), explores the various impacts of SHRMP on overall environmental performances. This study aims is to investigate the way on how Sustainable Human Resources Management practices can affect employees performance within Unilever Nigeria plc the Employee performance can also encompasses various aspects such as Common Good HRM, Green HR policies, Socially responsible HRM, and Triple Bottom Line principle. By understanding the correlation between SHRMP and employee performance, organizations can sustains the strategies to improve employee performance and provide a positive work environment respectively.

As a trending in research, sustainable Human Resources Management Practices (SHRMP) within every corporate organizations plays a vital role on efficiently to oversees employees throughout the various stages. Esan & Sural (2020) recently introduced a sustainable model of sustainable human resources management practices, encompassing certain aspects such as performance evaluation, rewards, and occupational safety and health measure. This aspect or model delineates the outcomes of SHRMP across four integrated categories: individual outcomes (e.g., satisfaction, motivation, well-being of HR, quality of life, employability), organizational and economic outcomes (e.g., productivity, profitability, sustained competitive advantage), social outcomes (e.g., long-term employability, quality of life, social justice), and ecological outcomes (e.g., energy and paper consumption, green products and services, reduced travel for work). As depicted above, SHRMP is predominantly associated with positive outcomes (Mariap-panadar, 2014). Consequently, as highlighted by Stahl et al. (2020), SHRMP may facilitate the creation and preservation of value, particularly in terms of economic efficiency and preservation (economic) the efficient use of energy eco-friendly practices (environmental) and create positive work environment and contributing to community development (social). According to Stahl et al (2020), the social dimension of SHRMP covers both internal (how people are treated as an internal stakeholder group) and external elements (how the needs of external stakeholders are

considered). The transparency of HRM practices has also been stressed as a quintessential element of sustainability (Jarlstrom et al., 2018). The relationship between sustainability and human resources management is pointed out as an innovative and emerging approach on employee performance and organizational sustainability and has a relevant gap to be filled. The intersection between sustainability and human resources management is based on the assumption: the role of the practices in promoting organizational sustainability (Cohen et al., 2012, Ehnert et al., 2013, Guerci and Pedrini, 2014) and sustainable human resources management process in which the existing research have different goals and are based on different assumptions and practices about the role of HRM in sustainability (Harry and Ehnert, 2012, Jarlstrom et al., 2016).

The various interpretations of SHRMP are evident in the diverse terminologies currently in use. Despite the array of terms, they all implicitly or explicitly acknowledge the human and social dimensions of organizations and the influence that human resources wield on companies' success and longevity (Kramar, 2014). SHRMP can impact employee motivation, behavior, and skill enhancement, thereby contributing to organizational performance. The effect of SHRMP on employee performance implies that any firm or marketing organization seeking survival and growth must closely engage with its employees and adhere to standard business practices. This approach is essential for motivating personnel expertise, attitudes, and behaviors, which can in turn affect organizational performance, as well as employees' well-being. HRM entails managerial responsibilities and activities aimed at enhancing and maintaining competent employees and fostering relationships with personnel the organizational performance, efficiency and effectiveness (Adams et al., 2017). The sustainable development in society is not possible without the sustainability assertion being present in a business world (Schaltegger et al., 2012, Zink, 2014, Wagner, 2015). Sustainable development within society hinges on the presence of sustainability principles in the business world (Schaltegger et al., 2012; Zink, 2014; Wagner, 2015). Ensuring the sustainability of Human Resource Management practices involves all managerial decisions and actions that integrate employees into the organizational structure through motivation and socialization. In this process, SHRMP is assessed through employee development and be incentivized via a robust compensation and reward system. The approaches considers the employee performance, the corporate sustainability, standard corporate social responsibility, as well as the sustainable work systems, offering a strategic alternative perspective

to the traditional concepts and practices of strategic sustainability in human resources management in the entire business environment (Ehnert et al., 2013).

Based on the recent research on Sustainable Human Resource Management (SHRM) has gathered the increasing attentions from both the scholars and the practitioners in the field of human resource. The gathered attentions are driven by the anticipated benefits that it offers to organizations and their entire stakeholders, including the employees, consumers, and the external environment respectively. Recently, Scholars such as Aust et al. (2020) & Kramar (2014) have identified many difference forms of SHRMP, emphasizing on the different aspects of both internal and the external performance. One such category in socially responsible SHRM as practice, which focuses on human and the social purposes that contributes to the sustainable organizational practices. These practices includes the incorporation of socially responsible HR behaviors, policies, and practices. In essence, socially responsible SHRMP strives to create absolute social value for the employees, regarding their performances with organizational goals to satisfies consumers need and enhances organizational overall reputation through the improved employee well-being and the productivity of an organization.

REVIEW OF LITERATURE

Introduction

This section attempt to review literature involving sustainable human resources management practices and employee performance, it will focus in particular on the relationship between common good HR, Green HR policies, Socially responsible HRM, Triple Bottom line and employee performance as sustainable human resources practices (independent variables) and employee performance as the (dependent variable. Employee performance will be discussed with specific reference to Two-factor theory and Ability-Motivation-Opportunity Theory to underpin the study.

Sustainable Human Resources Management

For an extended period, management in the business environment has prioritized achieving short-term financial goals, often neglecting broader, long-term objectives related to human concerns (Maley, 2014).Alternatively, the growing recognition of challenges emerging from the

business environment has driven organizations to exhibit a dedication to sustainability (Ehnert , 2016). Sustainable human resources management incorporates the assessment of social, environmental, and economic impacts resulting from HRM decisions and actions, aiming for enduring sustainability objectives. SHRM has been examined through a temporal lens (Ehnert and Harry, 2012) to the economical environmental and social problems that can emerge from the business scenario contributed more for organization to show their commitment to sustainability (Ehnert , 2016). Sustainable human resources management considers the social, environmental and economic impacts of HRM decisions, and actions and working towards long-term sustainability goals. SHRM was analyzed in a perspective timeline (Ehnert and Harry, 2012).

The phenomenon of sustainable HRM underscores the impact of HR practices on organizational outcomes (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016). Serving as a crucial and innovative approach beyond traditional strategic HRM, sustainable HRM (Kramar, 2014) has prompted a shift in HR capacity towards organizational sustainability (Ehnert, 2009; De Prins et al., 2014). Essentially, sustainable HRM represents an emerging concept that seeks to intertwine sustainability with HRM. In practical terms, organizations, through sustainable HRM practices, view employees not just as a financial cost but as a long-term asset, enabling effective implementation of sustainability initiatives (Ehnert ., 2016). The experience of developed nations highlights the pivotal role of sustainability and HRM practices in societal and economic progress Fullwood & Rowley,; Lilles & Rõigas,(2017). Research literature indicates that employee performance is fundamentally influenced by these practices and depends fundamentally on the quality of HR Amin, Wan Ismail, Abdul Rasid, & Selemani,(2014), knowledge management (Sahibzada, Jianfeng, Latif, & Sahibzada, 2020), and work engagement Gupta, Acharya, & Gupta,(2015). In that capacity, organization need to retain, develop, and recruit employees.

With the significance of SHRMP pursuits, a certain number of employees are benefiting from these practices, achieving high performance. (Amin., 2014), fostering work engagement (Hughes & Rog, 2008; Aboramadan et al., 2020), and facilitating various cycles of knowledge management (Brewer & Brewer, 2010), Sahibzada et al., (2020). Several researchers have explored HRM practices in different organizations (e.g., Huxley & Hall, 1996; Chen, Wang, & Yang, 2009; Lew, 2009; Khasawneh, 2011; Amin et al., 2014). The sustainable HRM phenomenon underscores the significance of HR practices in organizational outcomes (Ehnert,

Parsa, Roper, Wagner, & Muller-Camen, (2016). Serving as a necessary and innovative approach beyond traditional strategic SHRM (Kramar, 2014), it emphasizes the integral role of people management.

Sustainable Human Resources Management Practices

"Sustainable human resources practices can positively impact employees in various ways, creating a supportive work environment that enhances employee well-being, engagement, and development, ultimately leading to improved organizational performance and success. With the significance of HRM pursuits, a certain number of employees are benefiting from HRM practices, achieving high performance (Amin et al., 2014), fostering positive collaboration (Wall & Wood, 2005), promoting work engagement (Hughes & Rog, 2008; Aboramadan et al., 2020), and facilitating numerous cycles of knowledge management (Brewer & Brewer, 2010; Sahibzada et al., 2020).

Sustainable human resources management practices (SHRMP) in an organization help effectively manage employees across various phases of practices. Recently, Esan and Sural (2020) presented their model of sustainable human resource management practices, which includes performance evaluation, rewarding, occupational safety, and health. The model also presents outcomes of SHRMP in four integrated categories: individual outcomes (e.g., satisfaction, motivation, well-being of HR, quality of life, employability), organizational and economic outcomes (e.g., productivity, profitability, sustained competitive advantage), social outcomes (e.g., long-term employability, quality of life, social justice), and ecological outcomes (e.g., energy and paper consumption, green products and services, reduced travel for work). As shown, SHRMP is mainly linked to positive outcomes (Mariappanadar, 2014). Therefore, by promoting the efficient use of energy, implementing eco-friendly practices, and fostering a positive work environment, sustainable human resources management practices (SHRMP) contribute to community development. According to Stahl et al. (2020), the social dimension of SHRMP encompasses both internal factors (how internal stakeholders are treated) and external considerations (addressing the needs of external stakeholders). The transparency of HRM practices is also emphasized as a crucial aspect of sustainability (Jarlstrom et al., 2018). As presented by Stahl et al (2020), SHRMP may facilitate value creation and preservation of the relationship between sustainability and human resources management is pointed out as an

innovative and emerging approach on employee performance and organizational sustainability and has a relevant gap to be filled. The SHRMP can affect the employee motivation, the behavior, and improvement in skill toward organizational performance. SHRMP on employee performance therefore implies that any firm or marketing organization that want to survive and grow definitely needs to relate closely with its employee and standard business environment which is obvious cure to motivate personnel expertise, attitude, behavior which can affect the organizational performance as well as employees: SHRMP as managerial responsibilities and activities that concern with improving and maintaining of the competent employee and relating to personnel in an organization and they contributes to the organizational performance, efficiency and effectiveness (Adams et al., 2017). The sustainable development in society is not possible without the sustainability assertion being present in a business world (Schaltegger et al., 2012, Zink, 2014, Wagner, 2015).

The intersection between sustainability and human resources management is rooted in the assumption that HR practices play a role in promoting organizational sustainability (Cohen et al., 2012; Ehnert et al., 2013; Guerci and Pedrini, 2014), and sustainable human resources management processes. Existing research has different goals and is based on varying assumptions and practices regarding the role of HRM in sustainability (Harry and Ehnert, 2012; Jarlstrom et al., 2016). These diverse conceptions of SHRMP are reflected in the various terminologies currently in use. However, they all implicitly or explicitly acknowledge the human and social perspectives within organizations and recognize the impact that human resources have on the success and survival of companies (Kramar, 2014).

The phenomenon of sustainable human resource management (HRM) underscores the significance of HR practices in organizational outcomes (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016). Serving as a necessary and innovative approach beyond traditional strategic HRM, sustainable HRM (Kramar, 2014) enhances HR capacity and sustainability (Ehnert, 2009; De Prins et al., 2014). Essentially, sustainable HRM represents a novel concept in its initial stages, aiming to integrate sustainability with HRM. Practically, organizations prioritize employees as long-term assets rather than mere financial costs through sustainable HRM practices to effectively implement sustainability initiatives (Ehnert et al., 2016). The experiences of developed nations underscore the crucial role of sustainable human resources management

practices (SHRMP) in societal and economic development (Fullwood & Rowley, 2017; Lilles & Ehnert, 2016). Given the significance of HRM pursuits, a considerable number of employees are benefiting from HRM practices, achieving high performance (Amin et al., 2014), fostering positive collaboration (Wall & Wood, 2005), and promoting work engagement (Hughes & Rog, 2008; Aboramadan et al., 2020).

Several researchers have explored various aspects of HRM practices (such as Huxley & Hall, 1996; Chen, Wang, & Yang, 2009; Lew, 2009; Khasawneh, 2011; Amin et al., 2014). A Human resource management has been present since the 1950s, as employed by Peter Drucker and others in North America, typically referred to as personnel management. Administrative tasks related to organizing and managing an organization, such as record-keeping, employee wages, salaries, and allowances, were the primary focus of personnel management. The responsibilities of the personnel manager include ensuring the welfare of workers, addressing issues related to trade unions, and managing challenges that arise between the organization and its employees. On the other hand, the concept of strategic human resource management (SHRM) now focuses on sustainability and practices that analyze the social, economic, and environmental impact within an organization. By 1970, human resources management practices transitioned from a traditional approach to managing people at work, with a focus on workers' performance, dedication, and incentive-based strategies (Ehnert et al., 2013). The concepts of sustainable human resources management practices (SHRMP) garnered significant attention from scholars, particularly in the realm of motivational development. Farndale & Paaauwe (2017). Recent development includes a focus on employee and societal well-being, where Human Resource Management practices are seen as a system that attracts, develops, and motivates employees to ensure effective implementation and the survival of the organization and its sustainability (Guest, 2017). Additionally, SHRMP is conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contributes to the achievement of its business objectives

METHODOLOGY

Introduction

This part presents the method used in carrying out the research. These includes: the research design, the population of the study, the sample size and sampling techniques, method of data collections, the research instrument, the test for validity and reliability of the study and method of data analysis

Research Design

This study employs a Correlational survey design. It specifies who and what will constitute the research and how data will be collected, analyzed and interpreted (Kerlinger, 1986; Kumar, 2005). It aids the selection of samples from a target population. This study is set to determine the relationship between sustainable human resources management practices (SHRMP) such as Common Good HRM, Green HR policies, socially responsible HRM, and Triple Bottom Line and its impact and employee performance in Unilever plc, Adamawa State.

Population of the Study

The Population of the study comprises permanent and casual staff of forty-eight (48) and fifty-three (53) which is one hundred and one (101) total employees of Unilever plc, Adamawa which include the different starters in Unilever plc. High management , middle management, and the lower management respectively. (Marketing Manager, field work,2024).

Sample Size and Sampling Techniques

Stratified random sampling technique would be adopted in drawing the sample for this study. This is a probability sampling method where all elements of the population given equal chance or opportunity of being selected as sample. The sample size will be calculated with the use of Taro Yamane's formulae where (81) is obtained as sample size in which 5% as the precision level where confidence level is 95%. The distribution comprising of all the management staff in the organization; that is the high, middle and lower level management respectively.

Where:

N is the population for the study

1= is the constant =1

E is the degree of error expected =0.05

n is the sample size

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{101}{1 + 101 (0.05)^2}$$

$$n = \frac{101}{1 + 101 (0.0025)}$$

$$n = \frac{101}{1 + 0.375}$$

$$n = \frac{101}{1.375}$$

$$n = 81.1$$

$$n = 81$$

Method of Data Collection

Data collection here is a statistical process of gathering information from all the relevant sources to find a solution to a research problem. The data for the study will be Quantitative obtained through questionnaire that will be responded by the sampled Unilever employees. The questionnaire will be hand delivered to the respondents after filling will returned the questionnaire within a maximum of three days. From Unilever Nigeria plc in Yola Adamawa state.

Research Instrument

Research instrument is a crucial tool used in research to collect, measure, and analyze data related to the subject of the study. The data in this study are obtained by means of structured questionnaire. The questionnaire which was adapted based on the objective of the research, were of Two (2) sections the purpose of the research, the promise to keep all information confidential. The Section A of the questionnaire; consist of questions on the demographic data of the respondents. Section B is designed to solicit for information on an organizational background and answers to research questions. The response option of the instrument is on a four-point Likert-type scale as follows: SA = Strongly Agree; A = Agree; D = Disagree; and SD = Strongly Disagree. Section B consists of four parts, part A answers question on how to examine the effect of Common good HRM on employee performance in Unilever Nigeria plc, Adamawa state, the B part are questions on how to examine the effect of Green HR policies, Socially responsible HRM on employee performance, and the C parts is on how to examine the effect of Triple Bottom Line on employee performance and D part are questions on the influence of employee performance.

Reliability and Validity of Research Instrument

The reliability of an instrument is measured by the degree of stability and consistency. Reliability is the extent to which results are in consistent over time and an accurate representation of the total population under study and if the results of the study can be reproduced under a similar methodology, then the research instrument is said to be reliable. In order to determine the reliability of the instrument for this study, A trial test conducted in another branch of Unilever (Taraba State Branch) been outside the study area but shares similar characteristics of the organization. Cronbach's Alpha will be calculated to determine the reliability of the instrument.

To ascertain the validity of the research instrument, A total of one hundred and nine (81) questionnaire were distributed, to ensure that the instructions are well interpreted and that instrument produced the desired type of response.

Table 3.1: Reliability Test

	Cronbach's Alpha Score
Performance	.993
Common good HRM	.988
Green HRM policy	.993
Socially responsible HRM	.989
Triple bottom line	.988

Source: Pilot Study (2026)

This work pilot study was carried out in the organization. Copies of the questionnaire were distributed in other to spot errors, language anomalies, and ambiguity as well as to ensure consistency and relevance of the research instrument. The Cronbach's Alpha score was used to test the reliability and consistency of four sustainable human resources management practices used. The result shows that the instruments used are reliable and consistent with a score value of 0.9 as shown in Table 3.1

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform. (Joppe, 2000) To ascertain the validity of the instrument for this study a face and content validation will be carried out by subjecting the research instrument to three validators, two experts from the department of business administration Modibbo Adama University Yola and one expert from Unilever plc Nigeria.

Method of Data Analysis

Data analysis is the process of systematically applying statistical and/or logical techniques to describe, condense, evaluate and interpret data. The Data collected for this study through the use of instruments were classified, coded for data analysis. The analysis tools used for the study is regression which helps to establish a relationship between the variables. The descriptive analysis was presented in tables, simple frequencies, and percentages.

RESULTS AND DISCUSSION OF FINDINGS

Introduction

This chapter contains the presentation, analysis, and discussion of data collected from the field work of study which aimed at examining the practices of Sustainable Human Resources Management and Employee performance in Unilever Nigeria plc, Adamawa state from 2023 to 2024. The copies of 81 questionnaire (100%) were administered. 63 which represents (72%) were retrieved. The data have been presented in frequency and percentage. The collected data was done through the use of Statistical Package for Social Sciences (SPSS) software. Interpretation of results were arranged in other of research questions and hypothesis for the study.

Data Analysis

Table 4.1: Questionnaire Administered in Percent

		High Mgt.		Middle Mgt.		Lower Mgt.	
Data Collection instrument	Total	Respondents		Respondents		Respondents	
	Freq. %	Freq.	%	Freq.	%	Freq.	%
Administered	81 / 100	4	(7)%	34	(42)%	43	(52)%
Questionnaire							
Returned Questionnaire	63 (72)%	3	(6)%	26	(71)%	34	(41)%
Unreturned Questionnaire	18(28)%	1	(1)%	7	(29)%	9	(11)%
Total	81 (100)%	7	(7)%	34	(42)%	43	(52)%

Source: Field Survey, 2026

Table, 4.1 shows that, out of 81 questionnaire administered, 4 (7%) High Mgt, 34 (42%) Middle Mgt and 43 (52%) Lower Mgt. 63 (72%) were retrieved, 3 (6%) High Mgt, 26 (71%) Middle Mgt and 34 (41%) Lower Mgt. while 18 (28%) were unreturned, 1 (1%) High Mgt, 8 (29%) Middle Mgt and 5 (11%) Lower Mgt.

Demographic Data of Respondents in Percent

Table 4.2a: Gender

Demographic	High Mgt		Middle Mgt		Lower Mgt	
Variables	Freq.	%	Freq.	%	Freq.	%
Gender						
Male	2 (4)%		17 (27)%		23 (38)%	
Female	1 (2)%		9 (16)%		11 (17)%	
Total	3 (6)%		26 (43)%		34 (51)%	

Source: Field Survey, 2026

Table, 4.2a the participants of the study cut across the levels in Organization, at Unilever plc, Adamawa State, Nigeria. They are; high Management, Middle management and Lower management. Three (3) participants from High Mgt, including two Male and one Female, representing 6% of the sample. Twenty-six participants from Middle Mgt, including seventeen male and nine female representing 43% of the sample. Thirty-four participants from Lower Mgt, including twenty-three male and eleven female representing 51% of the sample, In all 63 retrieved or respondents participated in the study. Also the result of analysis of the variable revealed that 43 (64%) male and 21 (36.35%) female participated in the study. This shows that more male respondents filled and returned the questionnaire.

4.1.3 Age Distribution of Respondents

Table 4.2b.

Demographic		Frequency (%)					
		High Mgt		Middle Mgt		Lower Mgt	
Variables		Freq.	%	Freq.	%	Freq.	%
Age							
18-25		-		-		4 (21)%	
26-33		-		-		8 (9)%	
34-41		-		6 (24)%		2 (6)%	
41-48		-		8 (30)%		4 (13)%	
49-56		2 (60)%		10 (36)%		10 (32)%	
57 and above		1 (40)%		2 (10)%		6 (19)%	
Total		3		26		34	

Source: Field Survey, 2026

It was also revealed that 0 (0%) respondents were between age 18-25 in High Mgt, 0(0%) in Middle Mgt and 0 (0%) in Lower Mgt. 4 (21%) between ages 26-33 in High Mgt, 0 (0%) Middle Mgt 0 (0%) Lower Mgt. 4 (21%) between ages 34-41 in High Mgt,0 (0%) Middle Mgt and 6(24%) Lower Mgt. 2 (6%) in High Mgt between ages 41-48, 0(0%) Middle Mgt and 8 (30%) Lower Mgt. 4 (13%) between ages 49-56 in High Mgt, 2 (60%) Middle Mgt and 10 (36%) Lower Mgt. 10(32%) between ages 57 above in High Mgt, 1 (40%) Middle Mgt and 2 (10%) Lower Mg 6(19) respectively. In the Organizations the highest age range is age 49-56. The researcher considers this age range adequate for reliable source.

4.1.4 Educational Qualification of Respondents

Table 4.2c.

	Frequency (%)						Total
	High Mgt.		Middle Mgt.		Lower Mgt.		
	Freq.	%	Freq.	%	Freq.	%	
Highest Educational Qualification							
	-		-		-		-
PhD	-		-		-		-
MSC/M.A/Med	-		-		-		-
B.sc/B.A/B.ED/HND	2 (60)%		14 (40)%		-		16
ND/ OND	1 (9)%		10 (61)%		4 (29)%		15
SSCE			3 (21)%		19 (79)%		22
FSLC	-				10 (100)%		10

Source: Field Survey, 2026

The educational aspect revealed from Table 4.2c that majority 22 had SSCE as their highest qualification, followed by B.sc/B.A/B.ed/HND also 16 , 15 had ND/OND , While 10 had FSLC, 0 had their Master degrees and 0 had their PhD. This shows that many of the employees in the organization had SSCE and B.sc/B.A/B.ED/HND qualifications.

Section B

Research Question 1: What is a relationship between Common good and employee performance?

Table 1(A) High Mgt 3: The effect of Common Good on employee performance in Unilever plc, Adamawa state .

Questions	SA	A	D	SD
1 The mission and purpose of my company makes me feel my job is important	1 (33.3)	1 (33.3)	1 (33.3)	0 (0)
2 I will leave for another if opportunity exist	1 (40)	2 (60)	0 (0)	0 (0)
3 I am willing to stay in this organization for the next five year	0 (0)	1 (40)	2 (60)	0 (0)
4 I frequently think about quitting my job and leaving the organization	0 (0)	1 (33.3)	1 (33.3)	1 (3.3)
5 In the last one year I have received recognition or praise for doing good work	0 (0)	2 (60)	1 (40)	0 (0)

Source: Researcher's Field Survey (2026)

The result of first research question shows that High Mgt 2(66%) of the respondents consented that the mission and purpose of their company make them feel their job is important. 3(100%) expressed the willingness of leaving the company if opportunity exists,1(40.2%) were willing to stay in the organization. 1(33.3%) are frequently thinking of quitting while 2(60%) have received recognition or praise for doing good work in the last five years.

Research Question 2: what is a relationship between Green HR policy and employee performance?

Table 1(B) High Mgt 3: Effect of Green HR policy on employee performance in Unilever plc, Adamawa state?

		SA	A	D	SD
Questions					
6.	The Organization basic salary and wages are satisfactory	2 (60)	0 (0)	1 (40)	0 (0)
7.	My salary is fair compared to other employee with the same organization of responsibility in the same .	2 (60)	1 (40)	0 (0)	0 (0)
8.	The current organization salary scale is adequate enough to retain an employee compare with other sectors	1 (33.3)	1 (33.3)	1 (33.3)	0 (0)
9.	There is regular payment of salary allowances	1 (33.3)	1 (33.3)	0 (0)	1 (33.3)
10.	There are other motivating factor that can be enjoy in this organization that can enhance performance	0 (0)	2 (60)	0 (0)	1 (40)

Source: Researcher's Field Survey (2026)

The result of second research question shows that High Mgt 2 (60%) of the respondents consented that the Organization basic salary and wages are satisfactory, 3 (100.%) agreed that the salary is fair compared to other employee with the same organization of responsibility in the same, 2 (60%) agreed that the current organization salary scale is adequate enough to retain an employee compare with other sectors, 2(60%) agreed that there is regular payment of salary allowances, 14 (72.3.9%) agreed that there are other motivating factor that can be enjoy in the organization that can enhance performance.

Research Question 3. What is relationship between socially responsible HRM and employee performance in Unilever plc, Adamawa state .?

Table 1(C) High Mgt 3: Effect of socially responsible HRM on employee Performance

Questions	SA	A	D	SD
11. The organization practice social justice in the work place	0 (0)	2 (60)	1 (40)	0 (0)
12. Training help me to be more confidence in carrying out my job	1 (33.3)	1 (33.3)	0 (0)	1 (33.3)
13. Training expose me to new ways of carrying out my job	2 (60)	0 (0)	1 (40)	0 (0)
14. Training programs has influence my decision to remain in the organization	2 (60)	0 (0)	1 (40)	0 (0)

Source: Researcher's Field Survey (2026)

The result of third research question show that High Mgt, 2 (60%) of the respondents consented that the organization practice social justice at the work place, 2 (60%) agreed that training help them to be more confidence in carrying out my job, 60 (60.%) agreed that training expose them to new ways of carrying out my job 2(60.%) agreed that training programs has influence their decision to remain in the organization.

Research Question 4. What is a relationship between Triple Bottom Line and employee performance in Unilever plc, Adamawa state .?

Table 1(D). High Mgt 3: Effect of Triple Bottom Line on Employee Performance

	Questions	SA	A	SD	D
15	Promotion requirements are very clear	1 (33.3)	1 (33.3)	0 (0)	1 (33.3)
16	Promotion depends on employee's work performance.	2 (60).	0 (0)	1 (40)	0 (0)
17	Promotions are given as at when due	0 (0)	1 (0)	0 (0)	2 (60)
18	Promotions criteria is fair and acceptable	2 (60)	1 (40)	0 (0)	0 (0)

Source: Researcher's Field Survey (2026)

The result of third research question shows that High Mgt, 2(60%) of the respondents consented that the promotion requirements are very clear, 2 (60%) agreed that promotion depends on employee's work performance, 1(40%) agreed that promotions are given as at when due 3 (100.%) agreed that promotions criteria is fair and acceptable.

Research Question 1: What is a relationship between common good and employee performance?

Table 2(A). Middle mgt 26: Effect of Common good on employee performance in Unilever plc, Adamawa state

Questions	SA	A	D	SD
1 The mission and purpose of my company makes me feel my job is important	10 (48.1)	7 (43.3)	3 (3.3)	4 (5.3)
2 I will leave for another if opportunity exist	8 (31.1)	4 (15.7)	7 (28.4)	6 (24.8)
3 I am willing to stay in this organization for the next five year	5 (19.4)	4 (18.5)	6 (22.7)	9 (39.4)
4 I frequently think about quitting my job and leaving the organization	8 (34.3)	7 (29.9)	5 (18.6)	4 (17.2)
5 In the last one year I have received recognition or praise for doing good work	8 (29.6)	4 (18.3)	5 (19.2)	9 (32.9)

Source: Researcher's Field Survey (2026)

The result of first research question shows that Middle Mgt 17 (91.4%) of the respondents consented that the mission and purpose of their company makes them feel their job is important, 12(46.8%) would leave the company if opportunity exist, 9 (37.9%) were willing to stay in the organization. 12 (44.2%) are frequently thinking of quitting while 12 (47.9%) have received recognition or praise for doing good work in the last five years.

Table 2(B) Middle mgt 26: Effect of Green HR policy on employee performance in Unilever plc, Adamawa state .?

Questions	SA	A	D	SD
6. The Organization basic salary and wages are satisfactory	10 (32.8)	4 (18.2)	7 (28.3)	5 (21.3)
7. My salary is fair compared to other employee with the same organization of responsibility in the same .	11 (36.9)	4 (17.8)	3 (15.4)	8 (29.9)
8. The current organization salary scale is adequate enough to retain an employee compare with other sectors	6 (24.4)	5 (23.8)	7 (27.4)	6 (24.4)
9. There is regular payment of salary allowances	7 (27.8)	5 (19.4)	6 (20.9)	8 (31.9)
10. There are other motivating factor that are enjoy in this organization that can encourage performance	11 (37.5)	7 (29.6)	4 (15.8)	5 (17.1)

Source: Researcher's Field Survey (2026)

The result of second research question shows that Middle Mgt 14(52%) of the respondents consented that the Organization basic salary and wages are satisfactory, 15 (54.7%) agreed that the salary is fair compared to other employee with the same organization of responsibility in the same ., 11 (48.2%) agreed that the current organization salary scale is adequate enough to retain an employee compare with other sectors, 12 (47.2%) agreed that there is regular payment of salary allowances, 18 (67.1%) agreed that there are other motivating factor that can be enjoy in the organization that can encourage performance.

Question 3. what is a relationship between socially responsible HRM and employee performance in the Unilever plc, Adamawa state .?

Table 2(C) Middle mgt 26: Effect of socially responsible HRM on employee Performance

Questions	SA	A	D	SD
11. The organization provides opportunity for training	10 (40.6)	7 (29.7)	6 (19.8)	3 (9.2)
12. Training help me to be more confidence in carrying out my job	10 40.1	8 29.9	5 19.0	3 12.1
13. Training expose me to new ways of carrying out my job	12 51.6	8 28.8	4 12.6	2 6.9
14. Training programs has influence my decision to remain in the organization	10 37.9	6 24.2	6 23.8	4 10.9

Source: Researcher's Field Survey (2026)

The result of third research question shows that Middle Mgt, 17 (70.3%) of the respondents consented that the organization provides opportunity for training, 18 (70%) agreed that training help them to be more confidence in carrying out my job, 20 (80.4%) agreed that the training expose them to new ways of carrying out my job 16(66.7%) agreed that training programs has influence their decision to remain in the organization.

Research Question 4: What is a relationship between Triple Bottom Line and employee performance in the Unilever plc, Adamawa state?

Table 2(D) Middle mgt 26: Effect of Triple Bottom Line on Employee Performance

Questions		SA	A	SD	D
15	Promotion requirements are very clear	9	6	7	3
		34.6	24.8	26.7	10.9
16	Promotion depends on employee's work performance.	7	9	5	4
		28.5	32.1	20.4	16.1
17	Promotions are given as at when due	6	5	8	6
		19.1	17.8	29.8	19.7
18	Promotions criteria is fair and acceptable	7	4	5	10
		23.7	17.8	20.7	28.3

Source: Researcher's Field Survey (2026)

The result of third research question shows that Middle Mgt, 15 (59.4%) of the respondents consented that the promotion requirements are very clear, 16 (60.6%) agreed that promotion depends on employee's work performance, 11(36.9%) agreed that promotions are given as at when due, 11 (41.5%) agreed that promotions criteria is fair and acceptable.

Research Question 1: What is a relationship between common good and employee performance?

TABLE 3(A). Lower mgt 34: Effect of common good on employee performance in the Unilever plc, Adamawa state

Questions	SA	A	D	SD
1 The mission and purpose of my company makes me feel my job is important	12 (25)	10 (19.9)	4 (8.3)	8 (12.5)
2 I will leave for another if opportunity exist	14 (32.4)	8 (20.7)	5 (15.5)	7 (19.7)
3 I am willing to stay in this organization for the next five year	9 (18.7)	3 (6.2)	10 (20.8)	12 (31.2)
4 I frequently think about quitting my job and leaving the organization	12 (39.6)	10 (33.7)	4 (8.2)	8 (18.5)
5 In the last one year I have received recognition or praise for doing good work	6 (19.8)	3 (9.9)	11 (30.9)	14 (36.7)

Source: Researcher's Field Survey (2026)

The result of first research question show that Lower Mgt 22 (44.9%) of the respondents consented that the mission and purpose of their company makes them feel their job is important, 22(53.1%) will leave the company if opportunity exist, 12 (24.9%) were willing to stay in the organization. 22(58.3%) are frequently thinking of quitting while 9 (29.7%) have received recognition or praise for doing good work in the last five years.

TABLE 3(B) Lower mgt 34: Effect of Green HR policy on employee performance in Unilever plc, Adamawa state .

Questions	SA	A	D	SD
6. The Organization basic salary and wages are satisfactory	6 (18.4)	8 (24.7)	9 (27.8)	11 (29.1)
7. My salary is fair compared to other employee with the same organization of responsibility in the same .	11 (29.7)	7 (22.7)	7 (22.7)	9 (24.9)
8. The current organization salary scale is adequate enough to retain an employee compare with other sectors	6 (17.2)	5 (15.3)	12 (35.7)	11 (32.4)
9. There is regular payment of salary allowances	7 (19.7)	4 (8.3)	11 (29.9)	12 (31.3)
10. There are other motivating factor that are enjoy in this . that can encourage performance	13 (35)	11 (31.6)	5 (16.7)	5 (16.7)

Source: Researcher's Field Survey (2026)

The result of second research question shows that Lower Mgt 14 (43.1%) of the respondents consented that the Organization basic salary and wages are satisfactory, 18 (52.4%) agreed that the salary is fair compared to other employee with the same organization of responsibility in the same., 11 (32.5%) agreed that the current organization salary scale is adequate enough to retain an employee compare with other sectors, 11 (28%) agreed that there is regular payment of salary allowances, 24 (66.6%) agreed that there are other motivating factor that can be enjoy in the . that can encourage performance.

Research Question 3. What is a relationship between socially responsible HRM on employee performance?

Table 3(C). Lower mgt 34: Effect of socially responsible HRM on Employee performance

Questions		SA	A	D	SD
11	The organization provides opportunity for training	13	7	5	9
		37.9	18.8	16.3	27.7
12.	Training help me to be more confidence in carrying out my job	13	5	7	9
		37.8	16.2	21.4	24.6
13.	Training expose me to new ways of carrying out my job	12	9	6	7
		34.8	25.6	18.1	2.5
14.	Training programs has influence my decision to remain in the organization	10	5	8	11
		33.3	13.2	18.5	34.9

Source: Researcher's Field Survey (2026)

The result of third research question shows that Lower Mgt, 12 (56.7%) of the respondents consented that the organization provides opportunity for training, 18 (54.%) agreed that training help them to be more confidence in carrying out my job, 21 (60.4%) agreed that training expose them to new ways of carrying out my job 15 (47.5%) agreed that training programs has influence their decision to remain in the organization.

Research Question 4: What is relation between Triple bottom line has the employee performance in Unilever plc, Adamawa state .?

Table 3 (D) Lower mgt 34: Effect triple bottom line on Employee Performance

Questions	SA	A	D	SD
15 Promotion requirements are very clear	12	9	7	5
	34.2	28.2	22.6	15.0
16 Promotion depends on employee's work performance.	13	9	8	4
	35.5	28.3	25.4	13.1
17 Promotions are given as at when due	6	7	12	9
	18.8	20.8	34	26.4
18 Promotions criteria is fair and acceptable	12	7	7	8
	32.7	19.8	19.7	27.8

Source: Researcher's Field Survey (2026)

The result of third research question show that Middle Mgt, 21 (62.4%) of the respondents consented that the promotion requirements are very clear, 22 (63.8%) agreed that promotion depends on employee's work performance, 13(39.6%) agreed that promotions are given as at when due, 19 (52.5%) agreed that promotions criteria is fair and acceptable.

Employee Performance (upper management 3 respondents)

Statements	SA	A	D	SD
1 I am able to complete all the tasks assigned to me	2	1	0	0
	66%	33.3%	(0)	(0)
2 I consistently able to meet target given to me	1	1	1	0
	33.3%	33.3%	33.3%	(0)
3 My output could be compare to other high performing colleagues	1	2	0	0
	33.3%	64.3%	(0)	(0)
4 I have a good control over the workload assigned to me	3	0	0	0
	100%	(0)	(0)	(0)

Source: Researcher's Field Survey (2026)

The responses on employee performance for top management shows that High Mgt 3(100%) of the respondents consented that they are able to complete all mission assigned to them. 2(66.6%) expressed that they met all target given to them. 3(100%) felt that their output could be compared to other high performing colleagues. 3(100%) believed they have good control over work assigned to them.

Employee performance (middle management) 26 respondents

Statements	SA	A	D	SD
1 I am able to complete all the tasks assigned to me	11 36.9%	6 20.9%	4 18.2%	3 15.4%
2 I consistently able to meet target given to me	11 36.9%	7 27.4%	4 18.2%	5 17.1%
3 My output could be compare to other high performing colleagues	12 48.6%	8 28.8%	4 18.2%	2 6.9%
4 I have a good control over the workload assigned to me	10 37.9%	6 24.2%	6 24.2%	4 10.9%

Source: Researcher's Field Survey (2026)

The responses on employee performance for middle management shows that mid Mgt 17(57.8%) of the respondents consented that they are able to complete all mission assigned to them while 7 (33.7%) disagree. 18(65.3%) expressed that they met all target given to them while 9 (35.3%) did not. 20(86.4%) felt that their output could be compared to other high performing colleagues while 6 (14.4) felt otherwise. 16(57.3%) believed they have good control over work assigned to them.

Employee performance (lower management) 34 respondents

Statements	SA	A	D	SD
1 I am able to complete all the tasks assigned to me	12 25%	10 19.9%	8 12.5%	4 8.3%
2 I consistently able to meet target given to me	14 36.7%	11 30.9%	6 19.3%	3 9.9%
3 My output could be compare to other high performing colleagues	13 35%	11 31.6%	5 16.7%	5 16.7%
4 I have a good control over the workload assigned to me	13 37.9%	7 18.8%	9 27.7%	5 16.7%

Source: Researcher's Field Survey (2026)

The responses on employee performance for lower management shows that lower Mgt 22(44.9%) of the respondents consented that they are able to complete all mission assigned to them while 12 (20.7%) disagree. 25(67.3%) expressed that they met all target given to them while 9 (29.3%) did not. 24(66.6%) felt that their output could be compared to other high performing colleagues while 10 (33.4) felt otherwise. 20(56.7%) believed they have good control over work assigned to them.

Test of Hypothesis One (H_{01})

Hypothesis 1. Common good do not have a significant effect on employee performance

Aprior Expectation: The study expect a positive relationship between independent variable and dependent variable.

Table 1: Regression Result showing the Effect of common good on Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.525	.088		5.952	.000
Common good	.947	.030	.910	31.371	.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change
1	.910 ^a	.828	.827	.54206	.828	984.120

Source: Researcher's Field Survey (2026)

R = 0.910

R² = 0.827

Dependent Variable: Performance

*** p-value is significant at significant organization of 0.05.**

Interpretation

Table 1 shows that common good has significant effect on performance. The result gives the coefficient of (B=.947) indicating the contribution of common to the model. The Beta is .910 and $p < 0.05$, this also indicate that there is high relationship between common good and performance

($r = .910$) the $R^2 = .828$ indicating that common good account for 82.8% of the total variance in the model.

Decision; Do not accept the null hypothesis, therefore accept the alternate, which mean common good have a significant effect on employee performance.

Discussion of Findings

The model shows that the practice is positively correlated with performance. Common good is when employee is having a positive feelings or concern towards his/her job, finding his/her work meaningful, managing his/her workload that may cause stress, and believe in the future of his/her job.

To become fully engaged is to be happy in doing the work. Common good is all about worker dedication and ability to work in an organization that has broader social and environmental goal. The result agreed with (Mele and Armengou, 2016) found out that the main of common good is a practice that help organization and employee to address the overall challenges, as accepted by the united nation from side to side of sustainability goals. It has an impact on an employee performance. When considering employee feeling and commitment at work can be affected by work- role stress and work-family conflict which can affect employee commitment which can lead to employee turnover. This is consistence with the AMO theory of (Bailey 1993) which shows that employee performance can be affected by work role stress and family conflict which can lead to employee turnover. Therefore, the organization considers a holistic aspect of an employee if to be fully motivated.

There is no amount of commitment and willingness employee may invest, organization must help to keep the employee at his best performance. This i in agreement with two- factors theory propounded by Herzberg et al. (1959) Hygiene factors are job factors which are essential for the existence of motivation at workplaces such as pay and salary. These do not lead to long term positive satisfaction. According to Herzberg et al. (1959), the hygiene factors which are salaries, benefits, working condition cannot be regarded as motivators but must be in existence so that the employee do not dissatisfied

The motivational factors yield positive satisfaction. These factors motivate the employees for higher performance. These factors are called satisfiers. Employees find these factors intrinsically

rewarding. The motivators represent the psychological needs perceived as an additional benefit. Motivational factors include recognition, praise or appreciated for work well done, the employees must have a sense of achievement. There must be growth and advancement opportunities for an organization to motivate the employees to perform well. Employees must be responsible for the work. They should minimize control but retain accountability. The work should be meaningful, interesting, and challenging for the employee to perform and get motivated. If these factors are in place, it will help an employee to be fully engaged rather than to leave the organization which shows that common good HRM practice is significant in employee performance.

There must be strong management relationships where employees feel valued and involved, such as involvement in decision making, feedback on issues discussed and organization concerned for employee health and well-being. This is also supported by Blessing White (2014) study that almost two third's (60%) of the surveyed employees want to be involved and valued which is an ingredient in the common good and performance formula.

(George et al., 2016; Stahl et al., 2020) Said it is straightforwardly relate to HRM through SDGs such as good health and well-being, upright work and economic growth, reduce inequalities, responsible utilization and productivity. They found that the practice also comprises dimensions as Cognitive, affective and behavioral which is consistent with the study. All these must be present at work if the organization want to achieve high organizations common good. (Guest, 2017): this affects not only performance but also productivity, profitability, and overall sustainability. Therefore organization must do their best to make an employee feel committed to carrying out the work adequately; this leads to increase in performance and retain the skills and competent ones for the benefit, succes and future of the organization.

When the organizations put sound SHRM practices in place, they are likely to recognize that employees are satisfied, secure, and work to their full potential. An employee who is motivated will be more content, loyal and more likely to stay. This agreed with Kgomo (2010) that employee commitment has a positive effect on organizational performance outcomes, such as employee performance.

Testing of hypothesis Two H₀₂

Hypothesis2: Green HR policy do not have a significant effect on employee performance

Aprior Expectation: The study expect a positive relationship between independence variable and dependent variable.

Table 2 Anova Result showing the Effect of Green HR Policy on Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.269	.066		4.057	.000
Green HR Policy	.912	.020	.954	45.663	.000

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
				R Square Change	F Change
.954 ^a	.911	.910	.39052	.911	2085.075

a. Dependent Variable: Performance

R = 0.954

R²= 0.911

Interpretation

Table 2 shows that Green HR policy has significant effect on performance. The result gives the coefficient of (B=.912) indicating the contribution of green HR practice to the model. The Beta is .910 and $p < 0.05$, this also indicate that there is high relationship between Green HR and performance ($r = .954$) the $R^2 = .911$ indicating that practice account for 91.1% of the total variance in the model. Decision; Do not accept the null hypothesis, therefore accept the alternate, which mean common good have a significant effect on employee performance.

Since the p-value is 0.000, the relationship between green HR policy and employee performance score is significant, the correlation coefficient, R, is 0.954. The R^2 value indicates how much of the total variation in the dependent variable, performance, can be explained by the independent variable, Green HR policy. In this case. Therefore, we can conclude that the policy is positively correlated with employee performance and the relationship is strong (R is positive and is much closed to 1. Also it is conclude that the 91.2 % of the green HR policy is positively correlated with performance.

Discussion of Findings

Green HR policy must entails environmental sustainability, energy conservation waste reduction and all basic features that tend to make employee satisfy on their job which includes salaries, bonuses, incentives, allowances promotion and recognition. According to (Bhatti et al., 2019) study shows that remuneration provided by an employer for services rendered" has a positive correlation with performance. Organization Compensation packages: a strategic tool for employees' performance and performance.

The result consists with Adeniji (2012) that an effective green HR policy is ahead importance and has a possibility to revolutionize the traditional HR practice in organizations in achieving environmental sustainability include adjustment of salaries paid to exist employees to make them comparable to those paid to their counterparts in the same . green HR policy has positive effect on performance. Employee must be valued, recognized and appreciated through rewards or compensation, efforts plus performance and rewards equals employee satisfaction and performance, but where expectancy does not match performance, dissatisfaction occurs. Incentives are rewards offered in addition to the base wage or salary and are usually directly

related to organization performance which is in consistent with (Renwick et al., 2016). study which shows that positively correlated with Performance.

Green HR policy can substantially promote an organization's success and satisfy employee career objectives. It has been emphasized that policy must be designed properly so that employees will develop trust and confidence in the system and be able to put up their best towards organizational sustainability. This will in turn lead to attraction and performance of high-quality employee. The Individual of the employee will inform the development strategies to meet the significant needs of the employee and encourage higher productivity. It is important to note that high payment is not strong enough incentive to gain organizational commitment from employee but SHRM must be able to involve an arrangement towards involving other motivational factors to complement salaries and wages such as the development of informal grouping, provision of recreational facilities, free lunch and transportation among others. Everyone is different when it comes to motivation. While people motivated by rewards, others are motivated primarily by their desire to avoid unpleasant consequences. it is useful to "customize" rewards whenever possible. Offer rewards that each employee wants to receive and establish consequences that each employee wants to avoid.

Also most drivers that are found to lead to employee performance are non-financial in their nature. Therefore, any organization with committed leadership can achieve the desired organization of engagement with minimum cost. Nevertheless management should not neglect the financial aspect of their employees. Salary or wages are not strong enough incentive to gain organizational commitment from managers and employees. However, the organization must look for the best practices to ensure they are competitively, and not lose their employees to other Organizations. Total Green HR practices must be addressed

Turnover and poor policy have negative effects on organizations, on productivity, and on revenue. Since from the finding there is a high relationship between organization Green HR policy and performance, there is need to improve the policy of the Organizations. The Organization management must use both financial and non-financial compensation to motivate an employee for good performance. Salaries must pay when due. There must be An effective policy designed to ensure attraction and performance of high-quality employee. Numerous studies have

addressed and found that there is a positive correlation between well-being, rewards, and recognition on satisfaction and performance (Adeniji, et al., 2012).

Testing of Hypothesis Three (H₀₃)

Hypothesis 3: Socially responsible HRM do not have a significant impact on employee performance

Aprior Expectation: The study expect a positive relationship between independent variable and dependent variable.

Table 3 Anova Result showing the Effect of Socially responsible HRM on Employee Performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.189	.110		10.840	.000
	Socially responsible HRM	.829	.043	.803	19.247	.000

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics	
						R Square Change	F Change
1	.803 ^a	.645	.643		.77955	.645	370.464

a. Dependent Variable: Performance

R = 0.803

R² = 0.645

Interpretation

Table 3 shows that Socially responsible HRM has significant effect on performance. The result gives the coefficient of (B=.829) indicating the contribution of socially responsible HRM to the model. The Beta is .803 and $p < 0.05$, this also indicate that there is high relationship between socially responsible and performance ($r = .803$) the $R^2 = .645$ indicating that socially responsible account for 64.5.8% of the total variance in the model.

Decision; Do not accept the null hypothesis, therefore accept the alternate, which mean socially responsible HRM have a significant effect on employee performance.

Discussion of Findings

According to Latan (2022), several studies highlight human side as a crucial element in developing a SHRM system, especially one that is socially responsible within organization. the purpose of socially responsible practice is to emphasizes HR practice that promote social justice, fairness, inclusion and equity aiming to create a positive impact on society and the workforce. Therefore, a well-being of an employee that is equally adequately motivated is likely to feel like staying with the organization. This agreed with Lachuga Sancho (2018) that it is not only organization benefits but also employee benefits been promoted socially responsible is important in enhancing performance incorporated to retain employees. Also, the result is in consistent with research carried out among 46 Organizations in San Diego by the San Diego State University in 2007 to check on employee turnover. The results revealed that constant skills and motivation bring employees to an acceptable organization of performance and keeping them engaged has a significant link and relation to job satisfaction, morale and optimism thus impacted overall performance.

The benefit of socially responsible HRM cannot be overemphasized: When appropriately managed has the tendency to increase productivity, improve employee morale as it provides a skilled workforce for the future need of the organization and it also reduces dissatisfaction and improves health and safety. For every organization who want to retain their competent employee

must improve social justice and fairness that supported through adequate well-being and every employee should be given equal opportunity to benefit. The human resource departments of the organization should draw out an articulated policy so as to be able to avoid the risk of losing its employee to other sectors. Periodic review of employee well-being should be carried out to ascertain the extent to which the practice have been successful.

Testing of Hypothesis four (H₀₄)

Hypothesis 4: Triple Bottom Line do not have significant influence on employee performance

Aprior Expectation: The study expect a positive relationship between independent variable and dependent variable and employee performance.

Table 4 Anova Result showing the Effect of Triple Bottom Line on Employee Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.346	.066		5.258	.000
Triple Bottom Line	.973	.022	.953	44.860	.000

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
				R Square Change	F Change
.953 ^a	.908	.908	.39687	.908	2012.420

a. Dependent Variable: Performance

R = 0.953

R² = 0.908

Interpretation

Table 4 shows that Triple Bottom line has significant effect on performance. The result gives the coefficient of (B=.973) indicating the contribution triple bottom line principle to the model. The Beta is .953 and $p < 0.05$, this also indicate that there is high relationship between triple bottom line principle and performance ($r = .953$) the $R^2 = .908$ indicating that triple bottom line account for 90.8% of the total variance in the model.

Decision; Do not accept the null hypothesis, therefore accept the alternate, which mean triple bottom line have a significant effect on employee performance.

Discussion of Findings

The result is consistent with Ehnert and Pham (2016, 2023) that there is positive correlation between green HR and socially responsible HRM on performance which in turn been part of Triple Bottom line three dimensions such as financial, social and environmental. Moreover, employee is a valuable asset to an organization and their satisfaction can be a factor in retaining, performance and success. Motivation is used as a reward and an inducement to better work performance and other organizationally approved forms of behaviors. People will work harder if they feel it will lead to motivation. They are less motivated if they feel better jobs are reserved for outsiders as observed by (Pearce, 2011; Poulston, 2008).

From the findings, Triple bottom line is very important SHRM practice that has a significant relationship with employee. This is indeed relevant to organization in Yola area as the motivating an employee was not regular and the criteria not clearly understood by the employee. The observation agrees with Herzberg (1959) that the aim is identify what satisfy and dissatisfy employee hence, serve as important matrix for employee motivation and performance. Therefore motivating an employee is a development strategy and also considered as a reward for good performance and recognition of an employee capabilities. The organization must be able to

discuss the requirement for motivation with their employees' so that it will help them to feel valued and work towards the expectation.

Finding of the Study

Finding 1:

Finding of this study is Common Good HRM practice and employee performance in Unilever Nigeria plc, Adamawa state. The result agreed with (Mele and Armengou, 2016) found out that the main of common good is a practice that help organization and employee to address the overall challenges, as accepted by the united nation from side to side of sustainability goals. It has an impact on an employee performance. When considering employee feeling and commitment at work can be affected by work- role stress and work-family conflict which can affect employee commitment which can lead to employee turnover. This is consistence with the AMO theory of (Bailey 1993) which shows that employee performance can be affected by work role stress and family conflict which can lead to employee turnover.

Green HR policy must entails environmental sustainability, energy conservation waste reduction and all basic features that tend to make employee satisfy on their job which includes salaries, bonuses, incentives, allowances promotion and recognition. According to (Bhatti et al., 2019) study shows that remuneration provided by an employer for services rendered" has a positive correlation with performance. Organization Compensation packages: a strategic tool for employees' performance and performance.

Finding 2:

The result consists with Adeniji (2012) that an effective green HR policy is ahead importance and has a possibility to revolutionize the traditional HR practice in organizations in achieving environmental sustainability include adjustment of salaries paid to exist employees to make them comparable to those paid to their counterparts in the same . green HR policy has positive effect on performance. Employee must be valued, recognized and appreciated through rewards or compensation, efforts plus performance and rewards equals employee satisfaction and performance, but where expectancy does not match performance, dissatisfaction occurs. Incentives are rewards offered in addition to the base wage or salary and are usually directly

related to organization performance which is in consistent with (Renwick et al., 2016). study which shows that positively correlated with Performance.

Finding 3:

According to Latan (2022), several studies highlight human side as a crucial element in developing a SHRM system, especially one that is socially responsible within organization. the purpose of socially responsible practice is to emphasizes HR practice that promote social justice, fairness, inclusion and equity aiming to create a positive impact on society and the workforce. Therefore, a well-being of an employee that is equally adequately motivated is likely to feel like staying with the organization. This agreed with Lachuga Sancho (2018) that it is not only organization benefits but also employee benefits been promoted socially responsible is important in enhancing performance incorporated to retain employees. Also, the result is in consistent with research carried out among 46 Organizations in San Diego by the San Diego State University in 2007 to check on employee turnover. The results revealed that constant skills and motivation bring employees to an acceptable organization of performance and keeping them engaged has a significant link and relation to job satisfaction, morale and optimism thus impacted overall performance.

Finding 4:

From the findings, Triple bottom line is very important SHRM practice that has a significant relationship with employee. This is indeed relevant to organization in Yola area as the motivating an employee was not regular and the criteria not clearly understood by the employee. The observation agrees with Herzberg (1959) that the aim is identify what satisfy and dissatisfy employee hence, serve as important matrix for employee motivation and performance. Therefore motivating an employee is a development strategy and also considered as a reward for good performance and recognition of an employee capabilities. The organization must be able to discuss the requirement for motivation with their employees' so that it will help them to feel valued and work towards the expectation.

CONCLUSION

Introduction

Having realized the objective of this research work in the previous chapters, this chapter presents the summary, conclusion and recommendations, contribution to knowledge and suggestion on further research work.

The thesis examines the Sustainable Human resources management practices and employee performance in Unilever Nigeria Plc, Adamawa state (2023-2024) using adapted questionnaire. As stated in section 1.3 examined the Sustainable Human resources practices in the area of Common good, Green HR policy, Socially responsible HRM, and Triple Bottom Line. The research work was carried out in Unilever Nigeria plc, Adamawa state. Variables were developed and tested. Considering the result of hypothesis testing, relationship were displayed between independent variables and dependent variable. The summary of the findings are listed below:

There is a positive significant relationship between Common good and employee performance. Well-being, fairness, promotion, can make an employee to perform better and more motivated, have passion and commitment to help the organization in achieving their goals and objectives, which in return help the organization to succeed. There is a positive significant relationship between Green HR policy and employee performance. Promoting eco-friendly practice, environmental sustainability, waste reduction, energy conservation, these helps organization employee to gain more in service delivery to customers which in turn increase productivity and sales and overall success.

There is a positive significant relationship between socially responsible HRM and employee performance. Equity, equality, social justice in the work place, managing resources in a way that align with ethical social responsibility principle have an effect on employee performance. The dissatisfied employee would not carry out their work effectively which at the same time affect their performance. There is a positive significant relationship between Triple Bottom Line and employee performance. This focus on financial, social, and environmental performance for sustainability.

Conclusion in summary

The study has examined the sustainable human resources management practices and employee performance in Unilever Nigeria plc , Adamawa state. It is established that there are many sustainable human resources practices but these practices have limited impact on employee performance. Since common good affects everything in the organization from performance, productivity, profitability, and safety. There is a need for an organization to have engaged workforce, to create a work environment, to build expert where employees feel a sense of belonging and valued when it comes to well-being, fairness, and promotion.

In the organization, the green HR policy entails all features that make employee satisfy at work, the organization must provide adequate and fair policy designed properly in such a way that employees would develop trust and confidence in the system and be able to put up their best towards organizational stability. This would, in turn, lead to environmental sustainability, energy conservation, waste reduction, and promotion of eco-friendly practice that enhance employee performance. Socially responsible HRM is important as a practice of Sustainable Human Resource Management. It is a way of motivating employees and increasing productivity in the organization through equity, equality, social justice in the work place in line with ethical social responsibility principle.

Triple Bottom Line principle is a practice that considers economic, social and environmental performance of an organization as well as employee development and also considered as a reward for good performance and recognition of an employee capability. Fairness, well-being and promotion be must be properly addressed and discuss with the employee to make them feel valued and work towards the expectation. There must be well structured human resources management to properly put in place adequate planning that considers employees as the valuable asset in achieving organizational goals and objectives.

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