



Relationship Between Green Recruitment and Organizational Performance in Food, Beverage and Tobacco Manufacturing Firms in Enugu State

Ugwu, Felix Ikechukwu, PhD

Department of Business Administration, Faculty of Management sciences
Enugu State University of Science and Technology (ESUT)

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ABSTRACT

The study evaluated the relationship between green recruitment and organizational performance in food, beverage and tobacco manufacturing firms in Enugu State. The specific objectives were to: examine the relationship between attracting knowledgeable employees and quality service; evaluate the relationship between retaining skilled employees and the profitability and identify the relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State. The primary sources were personal interview and the administration of questionnaire. The population of the study was 3884 staff. A stratified sampling method was adopted. The adequate sample size of 350 was determined using Freund and William's statistic formula. 316 staff returned the questionnaire and accurately filled. That gave 94 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.75 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool. The findings indicated that There was positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State as reported in the probability value of ($r=.397 < 0.975, p<.05$). There was positive significant relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State as reported in the probability value of ($r=.841 < 0.901, p<.05$). There was positive significant relationship between recruiting innovative employees and the sales volume of food, beverage and tobacco manufacturing firms in Enugu State ($r = .387 < 0.907, p<.05$). The study concluded that attracting knowledgeable employees, retaining skilled employees and recruiting innovative employees had significant relationship with quality service, profitability and the sales volume of food, beverage and tobacco manufacturing firms in Enugu State. The recommended among others that in achieving the goals of the organisation, there is a need to have open application for all to bring in quality employees and have proper selection of candidates.

Keywords: Green Recruitment; Organisational Performance; Knowledgeable Employees; Skilled Employees; Manufacturing Firms

1. Introduction

There are a lot of responsibilities that go under the umbrella of human resources, but recruiting is by far the most crucial one. There has been an increase in the use of environmental-friendly approaches in the recruiting process known as green recruitment. As the labor market improves, so does the demand for recruitment software. To be considered "green," a recruiting process must be paperless and have a minimal negative impact on the environment. Organizations must remember that if they continue doing business as usual with outdated technology, they risk losing their competitive edge (Diana, 2016). Only if the Human resources employed as workers appreciate the importance of their contribution to the success of the organization and economy as a whole can green recruiting techniques be effective in any organization. In order to lessen our negative influence on the environment, we need to adopt green practices throughout the whole organization, not only Recruitment (Diana, 2016). According to GHRM practices, green recruitment is a key component, and employee green awareness is the core part of Green Recruitment, which includes personality qualities such as green consciousness and conscientiousness that enable organizational environmental goals to be realized (Tang, Chen, Jiang, Paille & Jia, 2018).

For the sake of its long-term significance, the green recruiting process applies itself in our daily lives as well as in businesses, working with each step of the way to identify the talents, abilities, knowledge, and skills of top performers (Saini & Shukla, 2016). Recruiting eco-friendly people is thought to improve both the environmental and organizational performance of companies (Bhutto & Auranzeb, 2016). Finding potential employees to fill open positions in an organization's workforce is the act of recruiting; selecting qualified candidates from among those who apply for such positions is the act of selecting (Singh et al, 2017). At the beginning of an organization's human resources, successful recruitment and selection methods are essential components (Saini & Shukla, 2016). Our research looked at whether or not green recruitment practices and an organization's ability to attract the top employees had an impact on recruiting the best prospects. In addition, the study attempted to examine the link between green recruiting and organizational performance in Enugu State's food, beverage, and tobacco production sectors.

Statement of Problem

The term "Green Recruiting" refers to a paperless recruitment procedure that has a low environmental effect. Recruiting individuals who share the company's unwavering dedication to environmental causes is widely recognized as an important component of green human resource management. In order to improve the management and efficiency of an organization, green recruiting is essential. An important part of a company's green recruiting strategy is making sure that all of its employees are aware of and committed to the importance of sustainability. When companies create rules that encourage the use of sustainable resources, they are referred to as "green recruiting."

Problems with the research included a lack of inventive personnel in the workplace, as well as difficulties hiring and keeping qualified workers. When it comes to working in an environment where less is expected of them, employees are more prone to delay and take shortcuts, which is a sign of a bad company culture. The organization may have a more difficult time attracting and retaining top personnel if it has a high turnover rate. This might lead to low morale among employees.

In today's corporate environment, green recruiting and organizational performance play a significant part in maximizing profits by implementing ecological practices. To alleviate the study's challenges, the success of the employees' adoption and dedication to the green practices is critical to the study's success. When it comes to persuading their staff to embrace environmentally-friendly practices, organizations are having difficulty. Increasing employee morale and performance is crucial to both the company and the employees, and this study helps to improve environmental performance as well as the financial performance of the organization.

Objectives of the Study

The main objective of the study was to examine the relationship between green recruitment and organisational performance in food, beverage and tobacco manufacturing firms in Enugu State. The specific objectives were to:

- i. Examine the relationship between attracting knowledgeable employee's and quality service in food, beverage and tobacco manufacturing firms in Enugu State.
- ii. Evaluate the relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State.

iii. Identify the relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State.

Research Questions

The following research questions guided the study

- I. What is the relationship between attracting knowledgeable employees and quality service in food, beverage tobacco manufacturing firms in Enugu State?
- II. What is the relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State?
- III. What is the relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State?

Statement of the Hypotheses

The following null hypotheses guided the study.

- I. There is no positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State.
- II. There is no positive significant relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State.
- III. There is no positive significant relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State.

Significance of the Study

The study will benefit the following people:

- a. **Employees:** Employees will profit from the research since it will provide them the skills they need to run the company. Since an efficient recruiting policy not only meets work needs, but also ensures that an organization will continue to provide equitable opportunity for its employees, the research will benefit both employers and employees.
- b. **Organisation:** As far as the organization's daily operations and long-term performance are concerned, this research is critical. It will assist them judge the quality of new personnel. Increasing productivity is a byproduct of a more contented and committed workforce. The study will aid the organization in its efforts to gain consumer support and goodwill.
- c. **Researchers:** There is a great deal to be gained from this study since it will serve as a reference for future researchers who want to do research on a similar issue. This will help ensure that their findings will be accurate and trustworthy. Finally, it will act as a benchmark for students and policymakers to use when doing subsequent study.

2. Review of the Related Literature

2.1 Conceptual Framework

Green

An organization's "green" initiatives are those that focus on promoting environmentally and ecologically sound activities and lifestyles that can assist conserve the environment and sustain its natural resources for present as well as future generations (Middletown Thrall Library, 2019). Procurement for green goods and services is based on a comparison of price, quality, and environmental effect. Environmentally-friendly products and services use less resources and are designed to last longer, all while reducing their environmental effect from cradle to grave (Jamie, 2020). Ecological and social factors are taken into account while building a new building or renovating an existing one. There are three components to this definition: environmental responsiveness, resource efficiency, and cultural and community sensitivity. One of the primary goals of turning green is to lessen the already-existing damage to our environment while also making a good influence on future generations. You may feel good about yourself and the Earth's well-being at the same time by adopting eco-friendly behaviors, which are healthy, conscientious, and gratifying. Environmental stewardship encompasses all aspects of a company's operations, from the manufacturing process to the packing and delivery of goods to customers, and encompasses green management as a paradigm. In light of the deteriorating and destroyed environment, as well as the effects of hunger, scarcity, and other worldwide challenges, businesses have begun to realize the need of environmental preservation and are moving toward green

management. Businesses have shifted from a traditional view of management to one that emphasizes sustainability and the protection of the environment. It is the purpose of green management to make sure that all operations are carried out in line with environmental considerations, to protect the environment in corporate objectives, visions, and goals as well as operations, and to pick technology in accordance with sustainability principles (Akyay, Berat and Nail, 2015).

Recruitment

Recruitment encompasses the whole process of identifying, recruiting, screening, shortlisting, and interviewing eligible people for roles (permanent or temporary) in an Organization. Aside from the paid positions, recruitment methods may also be used to choose candidates for non-paid positions. Recruiting may be handled by managers, human resource generalists, and recruitment experts, however in certain circumstances public-sector employment, commercial recruitment agencies, or specialty search consultancies are hired to perform some of the work (Adam, 2016). Actively looking for, tracking down, and employing qualified individuals to fill a certain vacancy is what recruitment is all about. The term "recruitment" encompasses the whole employment process, from the initial search through the onboarding of new employees. Searching for potential workers to apply for job openings in Organizations and selecting the best candidates from the pool of job applicants are two distinct processes (Kelvin and Kinemo, 2018). In order to fill out an application, individuals must be identified and prepared for consideration through the recruitment procedure. It is the first step in the hiring process. Potential employees are encouraged to apply for a job through recruitment. It's a method for connecting job seekers with employers who have openings. In order to attract the kind of employees you desire, you must first have a firm grasp of your company's core principles (Assignment Point, 2021). It's also possible to define recruitment as the process of seeking out potential candidates for various open positions in the organization from outside sources of personnel supply, whether they're already known or developed; encouraging qualified candidates to apply for positions and preparing recruitment lists based on data collected from these candidates (Raksha, 2017).

Green Recruitment

The process of recruiting and employing individuals that have environmental management systems-compliant knowledge, skills, attitudes, and behaviors is known as "green recruitment" (Ullah, 2017). Hiring applicants in an environmentally friendly manner entails eliminating the use of paper applications and conducting interviews electronically instead. The emphasis in this form of hiring is on environmental sustainability and the importance of incorporating it into the organization as a whole. Candidates can apply for jobs by e-mail or online applications, and the employer can then pick and download their resumes from a variety of employment sites. Softcopies of the interview's observations can be kept. It's a framework in which environmental stewardship is emphasized and elevated to a central position within the organization (Deepika & Karpagam, 2016). The goal of green recruiting is to find and hire employees who share your company's commitment to environmental stewardship. Green hiring ensures that new hires are aware with the green practices and environmental system that will assist the effective management of the environment within the organization through green recruiting (Diri, 2021). Applicants' green awareness, green employer branding, and green criteria for attracting the best candidates make up the three components of green recruiting (Tang, 2018). When it comes to hiring environmentally friendly employees, the most important criterion is candidates' knowledge of their own personal environmental impact, which is reflected in many different personality traits.

Components of Green Recruitment in the Study

Attracting Knowledgeable Employees

In knowledge-intensive environments, employer attractiveness is a critical idea for attracting high-skilled and knowledgeable workers (Brett, 2016). A company's ability to attract, engage, and retain top personnel may seem like a low priority at first. For a variety of reasons, this isn't the case. It is more critical than ever to innovate quickly in order to differentiate and remain competitive in today's fast-paced corporate environment. There is a lot of emphasis on finding the proper people to fill knowledge-based positions. Attracting and keeping top talent is now more important than ever before, and simply having employees on the payroll is not enough to assure that success. When a company is downsizing or reorganizing, it is important to keep people engaged and motivated. For today's firms, it is critical but frequently challenging to attract and retain young, talented staff (Brett, 2016). It is critical for today's firms to attract and retain young, competent staff (Smith, 2020).

Retaining Skilled Employees

Talent acquisition and retention are becoming increasingly tough, and HR professionals are using employee perks as an effective recruiting and retention strategy (Stephen, 2016). Retaining and motivating people is an important part of a company's overall strategy for growth and success. Key personnel may be attracted to and retained with the help of an effective employee retention program that also reduces turnover and its associated expenses. All of these factors contribute to an organization's overall productivity and profitability. Retaining an excellent employee is more cost effective than having to find, hire, train, and orient a new one. Organizations confront a major challenge when it comes to keeping the personnel they wish to retain. Employee retention in Organization's main goal is to help employers better understand and utilize the resources and information they already have at their disposal. At the summit of the pyramid, retention begins. Executives at all levels in the organization are responsible for finding, recruiting, and keeping high-quality staff (Hong and Kumar, 2015). Focused, formal and informal rules and processes are needed to ensure that retention is a primary management goal. In most cases, a worker will stay with an employer if the compensation, working conditions, and growth possibilities offered outweigh the employee's time and effort commitments (e.g., time and effort). Judgments are influenced by both a person's desire to leave and the ease with which they may do so. As critical as it is to know why people leave a company, it's equally crucial to know why they stay (SHRM, 2021).

Organisational Performance

The achievement of quantifiable goals can be used as a measure of performance. It's important to note, however, that performance isn't only about what individuals accomplish but also how they accomplish it. Behaviour and the utilization of relevant knowledge, skills, and competencies are necessary for excellent performance. It's all about the company's basic principles when it comes to performance. In this case, the focus is on what individuals do in order to achieve basic values such as care for quality, concern for people, concern for equal opportunity, and ethical operation. To put it another way, it's ensuring that the rhetoric is put into practice. As a result, Organizations can only develop and flourish if they are always delivering results (Gavrea, Ilies & Stegorean, 2011). Organizational performance is defined by Tavana, Szabat, and Puranam (2017) as the ability of an organization to achieve its vision, purpose, and goals. Amadi, (2014) explained that performance of an Organisation is the outcome of acrostic of individuals and units of the Organisation. Except for the external influences on individual behavior and personal traits, Organisations can either influence or control all factors affecting performance of individuals and units through formal and informal means. Organisational performance comprises the actual output or results of an Organisation as measured against its intended outputs (or goals and objectives) (Upadhaya, Munir and Blount, 2014). (Upadhaya, Munir and Blount, 2014).

Components of Organisational Performance in the Study

Quality Service

Quality service is generally viewed as the output of the service delivery system, especially in the case of pure service systems. Moreover, service quality is linked to consumer satisfaction. Service quality is a perception of the customer. Customers, on the other hand, establish impressions about the quality of service based on a variety of variables, not just one. As a general rule, quality service is defined as a customer's comparison of service expectations with the company's ability to meet those expectations. To be able to exceed client expectations and remain economically competitive in their own market, a firm must have a high degree of service quality (Bhargava, 2021). Consumer expectations about the service condition and the service process have been viewed as a determinant of quality service. A growing number of customers are becoming more conscious of their needs and demanding better service. Service providers have a tough time tracking and managing their customers' changing expectations and opinions (Sachdev and Verma, 2016). Customers make purchasing decisions based on the quality of the product. Additionally, it contributes to market share and returns on investment, which are strategic advantages. The idea of service excellence is inherently elusive, vague, and abstract.

Profitability

Profitability is the capacity of an organization to earn a profit in a certain period of time utilizing capital or assets, either from a creditor or from the shareholder. How well an organization can create profit in a certain period of time using money or assets is referred to as profitability (Devie and Deborah, 2015). Every company's principal objective is to be financially successful. The company's long-term survival depends on its capacity to make a profit. Measuring and forecasting present and previous profitability is so critical. Income and costs are used to determine profitability. When a company's operations create revenue, we say that the company is making money. People get money when they grow crops and raise animals for sale. However, money that comes into the company through actions such as

borrowing money does not produce income. It's only a monetary transaction between the business and the lender in order to create money for operating the business or purchasing assets (Johanns, 2019).

When total income exceeds total costs throughout the course of a reporting period, a business is said to be profitable. Depreciation is an example of an accrual-basis transaction that does not include cash flows, hence it is likely that the Organization's profitability condition will not be matched by the Organization's cash flows. Sale of assets yielding immediate profits is a quick way to boost profits. However, this level of profitability is not a long-term solution. A company's continued operations cannot be profitable unless it has a sound business model. Otherwise, it will go out of business (Accounting Tools 2021).

Sales Volume

To put it another way, a sale is an agreement between two or more parties where the buyer obtains products, services, or assets in return for monetary compensation. Other assets may be compensated to a seller in some instances. A pricing agreement between a buyer and a seller can also be referred to as a sale in the financial markets. The term "sales" refers to any activity involving the exchange of products or services over a certain period of time. A sale also occurs when a service is provided in exchange for payment. There are several ways in which a transaction may be completed: acquisition, acquisition, acquisition, requisition or direct connection with the buyer at the moment of sale are all examples of this. It doesn't matter what kind of product or service is being sold; a sale is simply a contract between the buyer and seller (Twin and Robert, 2021). Volume is the quantity of an asset or security that is traded over a certain period of time, most often over the course of a single trading day. As an example, stock trading volume is the number of shares of a stock exchanged between the open and close of trading on a given day (Adam and Anderson, 2021). The amount of items sold in a certain time period is referred to as the "sales volume." Sales data may be used to forecast when it's time to cut costs, which is an important consideration in contracting. When there are a lot of items, and each product has a varied contribution margin, it might be challenging to apply this principle. Services can also be measured by the amount of sales. For example, a consulting firm's monthly sales volume may be calculated by dividing the number of hours invoiced by the number of clients served (AccountingTools, 2021). Stock keeping unit sales or the number of clients who have inquired about a company's services over the course of a year or a quarter are examples of sales volume. Measuring sales volume is an important part of evaluating the sales team's performance in selling the company's products (MBA Skool Team 2018).

2.2 Theoretical Review

Resource-Based View Theory and the Motivation-Opportunities-Ability (MOA) Theory were used to guide the research. The study was based on RBV Theory, which claims that intangible resources are the primary source of long-term competitive advantage for an organization. The heterogeneity and immobility of resources are also crucial assumptions in RBV.

Resource Based View Theory

A theory of strategic management based on Birger Wernerfelt's (1984) resource-based theory is extensively cited because of its practical applicability to current management practices. There is a basic heterogeneity in the production processes of companies in the resource-based theory of company. When given the same inputs, various firms will approach them in different ways, resulting in a diverse range of results. As a result, those companies whose manufacturing processes are most efficient and whose products best satisfy demand will have long-term competitive advantages. Physical resources, organizational resources, and human resources are the three main kinds of inputs (Koch & Kok, 1999). Barney (2001) emphasized the fact that these assets include a company's managerial abilities, organizational procedures and routines, and information and knowledge. These assets include both real and intangible components. The Organizations value resources because they are uncommon, expensive to copy, and impossible to substitute (Kelvin and Kinemo, 2018).

According to this hypothesis, a corporation can achieve a competitive edge if it acquires and develops human resources, which have capabilities that cannot be replicated by its rivals (Armstrong, 2006). This means that organizations must develop an atmosphere that attracts and retains people who are capable of meeting the needs of the organization and who can continue to learn in a variety of ways. Human resources management (HRM) has a critical role to play in ensuring that organizations' activities and operations are aligned with environmental conservation principles. To put it another way, bringing in green personnel will help Organizations gain a competitive advantage by providing them with more resourceful human capital. Green recruiting is essential to ensure that companies have appropriate green knowledge and skills in their workforce.

Ability-Motivation-Opportunity Theory

Employer qualities and organizational success are both influenced by a combination of three distinct components of the work system, according to the AMO hypothesis. Organizational objectives are best served by an approach that considers the abilities, motivations, and opportunities of employees (AMO). Bailey (1993) first introduced the AMO framework as a way to ensure employees' discretionary effort by suggesting that companies must provide employees with the skills, motivation, and opportunity essential to engage. Green marketing, green accounting, green retailing, green supply chain management, and green general management have all grown in popularity as a result of the growing emphasis on sustainability in all of these areas of business. This theory has gained a lot of traction as a way to explain the link between human resources management (HRM) practices and organizational performance (Boselie, Dietz, and Boon, 2005). It highlights the importance of motivating and developing employees to be high performers while also increasing their sense of ownership and purpose through the use of performance-based rewards and incentives (Rajiani, Musa and Hardjono, 2016).

2.3 Empirical Review

The Relationship Between Attracting Knowledgeable Employee's Quality of Service in Food, Beverage and Tobacco Manufacturing Firms in Enugu State

Employee Satisfaction and Service Quality: Is There a Relation? was done by Ariani (2015). Bandung, Indonesia, was the site of the research. Disagreement surrounds the study's goal of looking at the link between work happiness and performance. The investigation was conducted using a survey method. Study participants are 134 consumers who rate the level of service they get as an indicator of a service provider's overall success. There is no correlation between work happiness and customer satisfaction, according to the findings. There is a lack of uniformity in studies on service quality since defining service quality is challenging. The research that employs more than one assessor eliminates the typical variance created by an assessor who must evaluate.

Organizational attractiveness: an empirical research of workers' attitudes in the Lithuanian business sector was investigated by Irena, Bendaraviien, and Laima (2017). Northeastern Europe is where this research is taking place. Employer attractiveness has been the subject of extensive research in a slew of nations throughout the world, including this one. An interview survey was used in the study. Descriptive statistics were used to examine the data (means, standard deviations, and frequencies). The research had a total of 1020 participants. The study found that the appeal of a business company in Lithuania as an employer is based on factors such as a decent work environment, a reasonable compensation, and an exciting job. However, while few would argue against the idea that a company's attractiveness as an employer is now a competitive strategy, organizations still lack an understanding of what traits make them desirable as an employer and how to incorporate these characteristics into their HR procedures. Employees should know what they can anticipate in terms of training, performance management, remuneration, and promotion, according to a research published in the Journal of Human Resources. Santiago (2019) explored the link between brand appeal and the desire to apply for a job from the perspective of millennials. In Lisbon, Portugal, the research was conducted. There was a correlation between EB attractiveness and the likelihood of submitting a job application, according to this research. Using both quantitative and qualitative data, the study sought to get an understanding of the attitudes of potential and present workers. In all, 291 people completed the survey, however only 281 of those replies were judged genuine. A multi-dimensional approach to EB attractiveness, emphasizing the relevance of economic elements such as an above-average income or potential for advancement, which are viewed as less essential to millennials when assessing future career prospects, was found to be a significant influence. Employee views of an organization are reflected in how they view it, and this is an important issue for organizations when designing their communications to meet the demands of both internal and external markets. Employer attractiveness was shown to be a factor in the study's findings.

The Relationship Between Retaining Skilled Employees and the Profitability of Food, Beverage and Tobacco Manufacturing Firms in Enugu State

Strategies to recruit skilled personnel in manufacturing were the subject of a research by Rawlinson (2019). The study's goal was to find out how effective North Carolina industrial hiring managers recruited qualified production workers in order to keep their businesses profitable. Researchers used quantitative, qualitative, and hybrid methodologies in the study. The study's population comprised of four company executives in southern North Carolina who proved the utilization of successful recruitment tactics to maintain profitability in manufacturing companies. Face-to-face interviews with company executives and an analysis of recruitment-related artifacts provided the data for this study. The study found that societal transformation offers manufacturing industry owners with efficient methods for attracting and retaining highly trained people. Increasing employment stability and the

capacity of employees to support their families was found to be a beneficial social improvement that business leaders might contribute to. People and companies might gain from a rise in living standards, according to the report. This would help sustain and grow communities.

Belongingness and employee retention were explored by Ishaq, Kalsom, and Abdul (2019) in An Empirical Study: The Mediating Role of Job Satisfaction in Malaysian Manufacturing Industry. Employee retention (ER) and belongingness (BG) in the Malaysian manufacturing industry were examined as a result of the study's focus on job satisfaction (JS). Klang Valley, Malaysia, was the site of the research. The research used a survey method. Statistics and confirmatory factor analysis were used to examine the data (AMOS). A sample size of 384 was used in the study, which had a target population of 540. The results demonstrate that in the Malaysian manufacturing industry, job satisfaction plays a partly mediating role in the link between sense of belonging and employee retention. According to the findings, the manufacturing industry in Malaysia has a low retention rate, which is in line with past research and reports from government agencies. The report indicated that future studies and implementations of retention in the Malaysian manufacturing industry should be based on a realistic basis.

An Indonesian research by Devie and Deborah (2015) found that employee satisfaction has a direct impact on a restaurant or café's profitability. In Surabaya, Indonesia, researchers wanted to see if employee happiness had any effect on the city's profitability. Table service restaurants and cafes in Surabaya have a total population of 794 and a sample size of 120, which included staff and customers from 55 restaurants and cafes. Partial Least Square for Multivariate was used to analyze the data. In light of this research, we may conclude that organizations who provide high-quality service will be able to outperform the market average. There are still some restaurants and cafes in the survey that need to improve their service before they can please their clients, according to the findings. According to the findings, quality-building efforts might lead to higher costs and, as a result, worse profitability.

The Relationship Between Recruiting Innovative Employees on the Sales Volume of Food, Beverage and Tobacco Manufacturing Firms in Enugu State

A research by Sarinah, Rahmat, and Asep (2016) looked at how recruitment and employee selection affect employee placement and how that affects employee performance. The study's goal was to examine the influence on the performance of PT Sriwijaya Air Jakarta Indonesian workers of the implementation of recruiting and placement of personnel selection. A method called route analysis was used in the research. According to the findings, recruiting and selection have a considerable impact on the placement of personnel. The study found that PT Sriwijaya Air's competitive advantage is based on the reliability and competence of its human resources. An important factor in obtaining desired results is to recognize that the selection process is critical to ensuring that personnel are hired based on their company's qualities, so that they may perform at their best.

Measuring the Role of Consumer-oriented Selling and Sales Promotion in Iran's FMCG Industry: Saeed and Khashayar (2016) We wanted to find out how different sorts of sales strategies and promotions affected the amount of money people spent. LISREL was used for structural equation modeling in the study. Understanding each of the categorization variables that were examined would allow firms, corporations, and organizations to better understand their own strengths and take use of them. The findings reveal that all of the sales promotion elements have a significant impact on sales volume on their own. Organizational sales tactics like customer-oriented selling and adaptive selling are not affected by market conditions, according to a research. Job descriptions and requirements would be varied based on the organization's orientation, according to a new research.

Research on the role of human resources in supporting innovation and organizational success was undertaken in Bali, Indonesia, by Gede, Gede, Gusti, Sebastian, and Ismi (2020). The study's goal was to examine the role of HRM practices in fostering innovation and enhancing the performance of organizations. The Likert scale-based questionnaire was utilized to gather information from the respondents. The approach was put to the test by interviewing 126 managers and middle managers from export-oriented small and medium-sized firms (SMEs) in Bali, Indonesia. Results reveal that the hypothesised model is based on a correct assumption. Organizational performance cannot be improved by innovation, according to the study. Small and medium-sized businesses are hindered by a lack of investment in human resources, according to the report.

3. Methodology

The study was based on the relationship between green recruitment and Organisational performance in food, beverage and tobacco manufacturing firms in Enugu State (5) food, beverages and tobacco manufacturing firms in Enugu State, Nigeria and members of Manufacturers Association of Nigeria (MAN). Enugu is the one the South East states in the six geopolitical zones in the country. The firms were: Crystal Chemical Ltd, Juhel Nig. Ltd, Sunchi Integrated Farms Ltd, Vac Industries Ltd, Nigerian Breweries Plc, and Aqua Rapha Investment Nigeria. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. The population of the study was 3884 staff. A stratified sampling method was adopted. The adequate sample size of 350 was determined using Freund and William's statistic formula. 316 staff returned the questionnaire and accurately filled. That gave 94 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.75 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool.

4. Data Presentation and Analysis

Research Question One

The relationship between the level of reliability and product quality of food, beverages and tobacco manufacturing firms in Enugu sate.

Table 4.1 Responses to Research Question One

		5	4	3	2	1	$\sum FX$	-	SD	Decision
		SA	A	N	DA	SD		X		
1	My Organisation has health facilities which attracts skilled employees	610	420	54	32	55	1171	3.71	1.460	Agree
		122	105	18	16	55	316			
		38.6	33.2	5.7	5.1	17.4	100%			
2	Life and disability insurance are ensured in Organisation that brings in knowledgeable staff	585	408	60	44	55	1152	3.65	1.470	Agree
		117	102	20	22	55	316			
		37.0	32.3	6.3	7.0	17.4	100%			
3	The Organisation has retirement plans that attracts quality applicants for selection	335	640	51	40	50	1116	3.53	1.339	Agree
		67	160	17	20	50	316			
		21.2	50.6	5.4	6.3	16.5	100%			
4	There is paid time off in my Organisation that motivates applicants to apply	860	160	81	52	51	1204	3.81	1.544	Agree
		172	40	27	26	51	316			
		54.4	12.7	8.5	8.2	16.1	100%			
5	Creation of great experience for candidates help attracts and retain staff	600	560	45	30	26	1261	3.99	1.167	Agree
		120	140	15	15	26	316			
		38.0	44.3	4.7	4.7	8.2	100%			
	Total grand mean and standard deviation							3.738	1.396	

Source: Field Survey, 2021

Table 4.1 indicates that 227 respondents out of 316 representing 71.8 percent agreed that our products have high sales value in the market with mean score of 3.71 and standard deviation of 1.460. Life and disability insurance are ensured in Organisation that brings in knowledgeable staff 219 respondents representing 69.3 percent agreed with mean score of 3.65 and standard deviation of 1.470. The Organisation has retirement plans that attracts quality applicants for selection 227 respondents representing 71.8 percent agreed with mean score of 3.53 and standard deviation of 1.339. There is paid time off in my Organisation that motivates applicants to apply 212 respondents representing 67.1 percent agreed with mean score of 3.81 and standard deviation 1.544. Creation of great experience for candidates help attracts and retain staff 260 respondents representing 82.3 percent agreed with a mean score of 3.99 and standard deviation of 1.167.

Research Question Two

The relationship between responsiveness and the profitability of food, beverages and tobacco manufacturing firms in Enugu state.

Table 4.2 Responses to Research Question Two

		5 SA	4 A	3 N	2 DA	1 SD	$\sum FX$	- X	SD	Decision
6	My Organisation has work schedule flexibility and generation of more income	345 69 21.8	576 144 45.6	48 16 5.1	126 63 19.9	24 24 7.6	1119 316 100%	3.54	1.243	Agree
7	The personnel development in my Organisation improves sales volume	405 81 25.6	508 127 40.2	36 12 3.8	144 72 22.8	24 24 7.6	1117 316 100%	3.53	1.295	Agree
8	Worklife balance motivates employees and helps them to put in their best	425 85 26.9	408 102 32.3	78 26 8.2	148 74 23.4	29 29 9.2	1088 316 100%	3.44	1.345	Agree
9	The effect of management team enhances inventory control	290 58 18.4	592 148 46.8	15 5 1.6	144 72 22.8	33 33 10.4	1074 316 100%	3.39	1.302	Agree
10	The recognition and rewards in my Organisation reduces expenses	350 70 22.2	416 104 32.9	27 9 2.8	144 72 22.8	61 61 19.3	998 316 100%	3.16	1.482	Agree
Total grand mean and standard deviation								3.412	1.3334	

Source: Field Survey, 2021

Table 4.2 shows that, 213 respondents out of 316 representing 67.4 percent agreed that The social support of the company to the people increases their earnings with mean score of 3.54 and standard deviation of 1.243. The personnel development in my Organisation improves sales volume 208 respondents representing 65.8 percent agreed with mean score of 3.53 and standard deviation of 1.295. Worklife balance motivates employees and helps them to put in their best 187 respondents representing 59.2 percent agreed with mean score of 3.44 and standard deviation of 1.345. The effect of management team enhances inventory control 206 respondents representing 65.2 percent agreed with mean score of 3.39 and standard deviation of 1.302. The recognition and rewards in my Organisation reduces expenses 174 respondents representing 55.1 percent agreed with a mean score of 3.16 and standard deviation of 1.482.

Research Question Three

The relationship between the level of assurance and sales volume of food, beverages and tobacco manufacturing firms in Enugu state.

Table 4.3 Responses to Research Question Three

		5 SA	4 A	3 N	2 DA	1 SD	$\sum FX$	- X	SD	Decision
11	My Organisation has a culture that speaks for itself	700 140 44.3	240 60 19.0	33 11 3.5	144 72 22.8	33 33 10.4	1150 316 100%	3.64	1.485	Agree
12	Equitable opportunities for career advancement in my Organisation increases market share	395 79 25.0	484 121 38.3	33 11 3.5	144 72 22.8	33 33 10.4	1089 316 100%	3.45	1.355	Agree
13	Bringing in the best candidates and addition of more sales	310 62 31.0	600 150 30.0	33 11 3.3	144 72 22.8	21 21 7.0	11108 316 100%	3.51	1.225	Agree

		19.6	47.5	3.5	22.8	6.6	100%			
14	The management exercise positivity while recruiting	810	248	42	128	14	1242	3.93	1.329	Agree
		162	62	14	64	14	316			
		51.3	19.6	4.4	20.3	4.4	100%			
15	Knowledge and experience are considered first that will improve sales in the Organisation	835	332	39	78	14	1298	4.11	1.206	Agree
		167	83	13	39	14	316			
		52.8	26.3	4.1	12.3	4.4	100%			
	Total grand mean and standard deviation							3.728	1.32	

Source: Field Survey, 2021

Table 4.3 indicates that, 200 respondents out of 316 representing 63.3 percent agreed that Information system in the company increases more sales with mean score of 3.64 and standard deviation of 1.485. Equitable opportunities for career advancement in my Organisation increases market share 200 respondents representing 63.3 percent agreed with mean score of 3.45 and standard deviation of 1.355. Bringing in the best candidates and addition of more sales 212 respondents representing 67.1 percent agreed with mean score of 3.51 and standard deviation of 1.225. The management exercise positivity while recruiting 224 respondents representing 70.9 percent agreed with mean score of 3.93 and standard deviation 1.329. Knowledge and experience are considered first that will improve sales in the Organisation 250 respondents representing 79.1 percent agreed with a mean score of 4.11 and standard deviation of 1.206.

Test of Hypotheses

Hypothesis One

There is no positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State.

Table 4.4 Pearson correlation Matrix on Attracting Knowledgeable Employees has Positive Relationship with Quality Service

		My Organisation has health facilities which attracts skilled employees	Life and disability insurance are ensured in Organisation that brings in knowledgeable staff	The Organisation has retirement plans that attracts quality applicants for selection	There is paid time off in my Organisation that motivates applicants to apply	Creation of great experience for candidates help attracts and retain staff
My Organisation has health facilities which attracts skilled employees	Pearson Correlation	1	.975**	.854**	.729**	.444**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	316	316	316	316	316
Life and disability insurance are ensured in Organisation that brings in knowledgeable staff	Pearson Correlation	.975**	1	.849**	.757**	.457**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	316	316	316	316	316
The Organisation has retirement plans that attracts quality applicants for selection	Pearson Correlation	.854**	.849**	1	.773**	.397**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	316	316	316	316	316

There is paid time off in my Organisation that motivates applicants to apply	Pearson Correlation	.729**	.757**	.773**	1	.471**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	316	316	316	316	316
Creation of great experince for candidates help attracts and retain staff	Pearson Correlation	.444**	.457**	.397**	.471**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	316	316	316	316	316
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.4 is the Pearson correlation matrix on attracting knowledgeable employees has positive relationship with quality service showing the correlation coefficients, significant values and the number of cases. The correlation coefficient result values ranges from $.397 < 0.975$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State ($r=.397 < 0.975$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom ($df = n - 2$) at alpha level for a two-tailed test ($r=.397 < 0.975, p<.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

The computed $r = .397 < 0.975$ is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State as reported in the probability value of ($r=.397 < 0.975, p<.05$).

Hypothesis Two

There is no positive significant relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State.

Table 4.5 Pearson correlation matrix on retaining skilled employees has positive relationship with the profitability

		My Organisation has work schedule flexibility and generation of more income	The personnel development in my Organisation improves sales volume	Worklife balance motivates employees and helps them to put in their best	The effect of management team enhances inventor y control	The recognition and rewards in my Organisation reduces expenses
My Organisation has work schedule flexibility and generation of more income	Pearson Correlation	1	.851**	.724**	.810**	.662**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	316	316	316	316	316
The personnel development in my Organisation improves sales volume	Pearson Correlation	.851**	1	.760**	.786**	.734**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	316	316	316	316	316

Worklife balance motivates employees and helps them to put in their best	Pearson Correlation	.724**	.760**	1	.867**	.533**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	316	316	316	316	316
The effect of management team enhances inventory control	Pearson Correlation	.810**	.786**	.867**	1	.676**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	316	316	316	316	316
The recognition and rewards in my Organisation reduces expenses	Pearson Correlation	.662**	.734**	.533**	.676**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	316	316	316	316	316

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

Table 4.5 is the Pearson correlation matrix on retaining skilled employees has positive relationship with the profitability showing the correlation coefficients, significant values and the number of cases. The correlation coefficient result values ranges from $.533 < 0.867$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State ($r = .533 < 0.867$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom ($df = n - 2$) at alpha level for a two-tailed test ($r = .533 < 0.867$, $p < .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

The computed $r = .533 < 0.867$. is greater than the table value of $.195$, we reject the null hypothesis. Therefore, we concluded that there **was positive significant relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State**. as reported in the probability value of ($r = .841 < 0.901$, $p < .05$).

Hypothesis Three

There is no positive significant relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State.

Table 4.6 Pearson correlation matrix on recruiting innovative employees has positive relationship with the sales volume

		My Organisation has a culture that speaks for itself	Equitable opportunities for career advancement in my Organisation increases market share	Bringing in the best candidates and addition of more sales	The management exercise positivity while recruiting	Knowledge and experience are considered first that will improve sales in the Organisation
My Organisation has a culture that speaks for itself	Pearson Correlation	1	.907**	.730**	.619**	.387**
	Sig. (2-tailed)		.000	.000	.000	.000

	N	316	316	316	316	316
Equitable opportunities for career advancement in my Organisation increases market share	Pearson Correlation	.907**	1	.718**	.548**	.462**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	316	316	316	316	316
Bringing in the best candidates and addition of more sales	Pearson Correlation	.730**	.718**	1	.727**	.436**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	316	316	316	316	316
The management exercise positivity while recruiting	Pearson Correlation	.619**	.548**	.727**	1	.434**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	316	316	316	316	316
Knowledge and experience are considered first that will improve sales in the Organisation	Pearson Correlation	.387**	.462**	.436**	.434**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	316	316	316	316	316
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.6 is the Pearson correlation matrix on recruiting innovative employees has positive relationship with the sales volume showing the correlation coefficients, significant values and the number of cases. The correlation coefficient result values ranges from .387 < 0.907. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State ($r = .387 < 0.907$). The computed correlations coefficient is greater than the table value of $r = .195$ with 879 degree of freedom ($df = n - 2$) at alpha level for a two-tailed test ($r = .387 < 0.907, p < .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

The computed $r = .387 < 0.907$ is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there is a relationship between there was positive significant relationship between recruiting innovative employees on the sales volume of food, beverage and tobacco manufacturing firms in Enugu State ($r = .387 < 0.907$) as reported in the probability value of ($r = .387 < 0.907, p < .05$).

Discussion of Findings

Hypothesis 1 was found to have a significant positive correlation between the ability of Enugu State food, beverage, and tobacco manufacturing firms to recruit employees with relevant expertise and their ability to provide high-quality customer service, as indicated by the probability value of ($r = .397 < 0.975, p < .05$). Employee Satisfaction and Service Quality: Is There a Relation? was done by Ariani (2015). Bandung, Indonesia, was the site of the research. There is a lack of uniformity in studies on service quality since defining service quality is challenging. According to Irena, Santiago (2019) looked at the link between attractiveness of a brand and the desire to apply for a job from the perspective of millennials. Economic variables, such as an above-average pay or the opportunity for advancement, are regarded to be less relevant to millennials when contemplating future employment possibilities, based on this study's findings. Employee views of an organization are reflected in how they view it, and this is an

important issue for organizations when designing their communications to meet the demands of both internal and external markets. Employer attractiveness was shown to be a factor in the study's findings.

A positive correlation between keeping skilled personnel and the profitability of food, beverage, and tobacco manufacturing enterprises in Enugu State was found in the test of hypothesis two, with a probability value of ($r=.841$ 0.901 , $p<.05$) based on the calculated $r=.533$. Strategies to recruit skilled personnel in manufacturing were the subject of a research by Rawlinson (2019). The study's goal was to find out how effective North Carolina industrial hiring managers recruited qualified production workers in order to keep their businesses profitable. Using societal transformation as a recruiting tool for talented people was shown to be a successful strategy. Increasing employment stability and the capacity of employees to support their families was found to be a beneficial social improvement that business leaders might contribute to.

Belongingness and employee retention were explored by Ishaq, Kalsom, and Abdul (2019) in An Empirical Study: The Mediating Role of Job Satisfaction in Malaysian Manufacturing Industry. Employee retention (ER) and belongingness (BG) in the Malaysian manufacturing industry were examined as a result of the study's focus on job satisfaction (JS). Klang Valley, Malaysia, was the site of the research. The research used a survey method. Statistics and confirmatory factor analysis were used to examine the data (AMOS). A sample size of 384 was used in the study, which had a target population of 540. The results demonstrate that in the Malaysian manufacturing industry, job satisfaction plays a partly mediating role in the link between sense of belonging and employee retention. According to the findings, the manufacturing industry in Malaysia has a low retention rate, which is in line with past research and reports from government agencies. The report indicated that future studies and implementations of retention in the Malaysian manufacturing industry should be based on a realistic basis.

An Indonesian research by Devie and Deborah (2015) found that employee satisfaction has a direct impact on a restaurant or café's profitability. In Surabaya, Indonesia, researchers wanted to see if employee happiness had any effect on the city's profitability. Table service restaurants and cafes in Surabaya have a total population of 794 and a sample size of 120, which included staff and customers from 55 restaurants and cafes. Partial Least Square for Multivariate was used to analyze the data. In light of this research, we may conclude that organizations who provide high-quality service will be able to outperform the market average. There are still some restaurants and cafes in the survey that need to improve their service before they can please their clients, according to the findings. According to the findings, quality-building efforts might lead to higher costs and, as a result, worse profitability.

Using a probability value of ($p=.05.05$), the study found that the recruitment of innovative employees had a positive significant relationship with the sales volume of food, beverage, and tobacco manufacturing firms in Enugu State in test three, with a $r =.387$ 0.907 greater than the $.000$ table value. Sarinah, Rahmat, and Asep (2016) performed a study on the impact of recruitment and selection on employee placement and employee performance in support of the outcome. The study found that a company's ability to rely on competent and reliable human resources is a significant competitive advantage. Sriwijaya Air, a subsidiary of PT Sriwijaya. Measuring the Role of Consumer-oriented Selling and Sales Promotion in Iran's FMCG Industry: Saeed and Khashayar (2016) The findings reveal that all of the sales promotion elements have a significant impact on sales volume on their own.

5. Summary of Findings

1. There was positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State as reported in the probability value of ($r=.397 < 0.975$, $p<.05$).
2. There was positive significant relationship between retaining skilled employees and the profitability of food, beverage and tobacco manufacturing firms in Enugu State. as reported in the probability value of ($r=.841 < 0.901$, $p<.05$).
3. There was positive significant relationship between recruiting innovative employees and the sales volume of food, beverage and tobacco manufacturing firms in Enugu State ($r = .387 < 0.907$, $p<.05$).

6. Conclusion

The study found that the quality of service, profitability, and sales volume of food, beverage, and tobacco manufacturing enterprises in Enugu State were directly linked to the capacity to attract, retain, and recruit talented and inventive people. In order to secure the importance of green recruiting in the future, the process works with companies throughout the process to identify the talents, skills, knowledge and abilities of top performers and

manage the process from start to end (Saini & Shukla, 2016). Recruiting eco-friendly people is thought to improve both environmental and organizational performance.

7. Recommendations

1. Open application for all was advised by the research in order to bring in high-quality staff and ensure correct selection of applicants for the Organization's aims.
2. To keep talented individuals in the company, organizations need to offer opportunities for progression in the workplace.
3. The Organization should promote companies and people to hire creative personnel in order to enhance their quality of life and the long-term viability of their enterprises.

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