



GREEN HUMAN RESOURCE MANAGEMENT FUNCTIONS AND ORGANIZATIONAL COMPETITIVENESS AMONG INTERNATIONAL NGOS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

In the modern times, going green and embracing diverse environmental management systems has been of great significance within the business environment. Human Resource Management (HRM) is a very vital function of organization management that entails diverse and important assets of an entity called human capital.. This study therefore aimed at determining the effect of green HRM on organizational competitiveness in the international NGOs within Nairobi City County. It was focused on green recruitment, and green training and development. The study was grounded with the following theories Ability–Motivation– Opportunity (AMO) theory, signaling theory, goal. The study adopted descriptive survey research designs, used both qualitative and quantitative approaches. The study population of this study comprises of 246 staffs of the international NGOs within Nairobi City County with respondents drawn from the human resource departments within the NGOS. A sample size of 152 was drawn using Cochran’s (1977) formula. The respondents were sought through simple random sample technique. Structured questionnaires were the main tool to collect primary data from the targeted respondents. A pilot study was done to test the reliability and validity of the questionnaire. The data was analyzed using both descriptive and inferential statistics. The research focused on evaluating the impact of Green Human Resource Management (GHRM) functions, including Green Recruitment and Selection, Green Training and Development, and on the organizational competitiveness of international NGOs in Nairobi City County, Kenya. The findings indicate that integrating environmentally sustainable HR practices aligns with organizational goals, enhances employee engagement and performance, and provides a competitive advantage for NGOs. Despite challenges such as financial constraints, these initiatives contribute significantly to fostering a culture of sustainability within NGOs, thereby enhancing their long-term success and societal impact. Recommendations include prioritizing environmental considerations across HRM processes, developing robust financial plans to support green initiatives, continuous improvement, stakeholder engagement, and capacity building through training programs, fostering a culture of innovation, and monitoring progress through evaluation mechanisms. Further research is suggested to replicate the study in other sectors, conduct comparative analyses between NGOs with and without integrated green HRM functions, track long-term impacts, and explore employee perspectives and stakeholder engagement, among other avenues, to deepen understanding and inform best practices for promoting sustainability and competitiveness in international NGOs.

Key words: green recruitment, green training and development, organizational competitiveness.

Background of the study

In recent years, there has been a noticeable surge in global environmental concerns, driven by a combination of social, political, and technological challenges that have direct implications for organizations (Bauer & Aiman-Smith, 2020). This heightened awareness of the necessity for a sustainable global environment is exemplified by international agreements like the 2015 Paris Agreement and the United Nations Sustainable Development Goals (UN SDGs) (United Nations, 2015). These agreements underscore the urgent need for concerted efforts to address environmental issues on a global scale.

Governments and non-governmental organizations (NGOs) around the world recognize the urgent need to address the adverse effects of waste and industrial pollution, including hazardous chemicals and metals. As a result, companies are being forced to develop and adopt regulations and policies that promote green human resource management (HRM) practices, such as green recruitment, green compensation, green training and development, and green performance management. These efforts aim to curb the ongoing depletion of natural resources (Satyapriya et al., 2021). The increasing urgency of addressing environmental issues and the recognition of the role that organizations play in environmental sustainability have led to the inclusion of green HRM practices in the strategic agenda of international NGOs operating in Nairobi County. These organizations operate in a variety of areas such as conservation, humanitarian aid, and development, and their success depends not only on their ability to carry out their mission, but also on their ability to adapt to changing environmental expectations and regulations. In this context, green HRM practices, including strategic management of human resources to improve environmental performance, are recognized as a key component of business competitiveness and sustainability.

Previous research has delved into the relationship between green HRM practices and organizational competitiveness, providing valuable insights (Bauer & Aiman-Smith, 2020). However, there is a pressing need for updated studies to explore this link further, particularly within the specific context of international non-governmental organizations (NGOs) in Nairobi city County. The dynamic nature of environmental challenges and the continuous evolution of HRM practices necessitate a fresh examination of the current state of green HRM implementation and its impact on organizational competitiveness. Such research would not only enhance our understanding of the complexities involved but also offer valuable guidance to organizations and policymakers.

Understanding the current state of green HRM implementation is crucial for international NGOs in Nairobi city county, as it can significantly influence their competitive positioning. By investigating the effectiveness of green HRM practices in enhancing organizational competitiveness, researchers can identify key factors that contribute to success in this regard. This knowledge can then be used to inform decision-making and develop strategies that improve both environmental performance and competitiveness.

Moreover, exploring the underlying mechanisms driving the relationship between green HRM practices and organizational competitiveness can provide deeper insights into how these practices can be optimized for maximum impact. By uncovering these mechanisms, organizations and policymakers can tailor their approaches to green HRM, ensuring that they are aligned with the specific needs and challenges faced by international NGOs in Nairobi City County. Ultimately, this research can help these organizations achieve a more sustainable and competitive future.

Recently, there has been a growing global awareness and concern about environmental issues across various sectors, including international non-governmental organizations (INGOs). These organizations play an important role in overcoming global obstacles and promoting sustainable development. Recognizing the need for environmental responsibility, many INGOs have adopted

Green Human Resources Management (GHRM) practices to incorporate environmental sustainability into their organizational structures and operations (Yuan et al., 2022).

According to Kramar and Hariadi (2016), environmental and social sustainability are key focal points for business organizations, driven by their prominence on the international political agenda. Marcus and Fremeth (2016) highlight that pressure arises when basic human needs are unmet, leading to the destruction of the resource base required for sustenance. Rezaei-Moghaddam (2016) emphasizes the need for commercial enterprises to develop a strong social conscience and green sense of environmental responsibility in their human capital. Fernandez et al. (2017) note that industrialization in the 19th and 20th centuries, particularly in developing countries, exerted immense pressure on natural resources through mass consumer goods manufacturing and technological advancements.

In recent years, Kenya has focused on environmental sustainability and the introduction of environmentally friendly practices in various sectors. A local perspective on Green Human Resource Management (GHRM) functions in Kenya focuses on the efforts of organizations to integrate environmental sustainability into their human resource management strategies and operations. As a signatory to international agreements such as the Paris Agreement, Kenya is committed to combating climate change and promoting sustainable development (United Nations, 2015). This global situation has prompted local organizations, including businesses and non-governmental organizations (NGOs), to integrate GHRM practices in line with national and international environmental goals.

Research shows that in Kenya, GHRM functions can have a positive impact on environmental performance and organizational outcomes. For example, green recruitment practices, such as attracting and selecting employees who are environmentally conscious, can contribute to enhancing an organization's overall sustainability efforts (Mutuku, et al., 2021). Additionally, training and development programs focusing on environmental awareness and skills-building can empower employees to support green initiatives within the organization (Kimani, et al., 2020). Organizations in Kenya also recognize the potential benefits of GHRM practices beyond environmental impact. Green practices can enhance brand reputation, attract environmentally conscious customers, and improve financial performance through cost savings and efficiency gains (Gikonyo, et al., 2021).

Furthermore, GHRM practices contribute to employee satisfaction, engagement, and productivity, as individuals feel a sense of purpose and fulfillment in working for an environmentally responsible organization (Mutuku, et al., 2021). Challenges exist in implementing GHRM functions in Kenya, including limited resources, lack of awareness, and regulatory gaps. Organizations need to invest in green infrastructure, technologies, and training to overcome resource constraints (Kimani, et al., 2020). Furthermore, raising awareness of GHRM practices among employees, managers and stakeholders is essential to foster a culture of sustainability (Muturi et al., 2022). Organizations can also work with government agencies, industry associations, and environmental NGOs to advocate policy and regulatory support to promote GHRM initiatives (Gikonyo et al., 2021).

A local perspective on green talent management function in Kenya highlights the importance of aligning HR functions with environmental sustainability goals. By implementing GHRM functions, Kenyan organizations can improve their environmental performance, reputation and financial results. Addressing the challenges through investment, awareness raising and collaboration can pave the way for a sustainable future for Kenya.

Statement of the problem

The growing interest of the international community in environmental sustainability has led organizations worldwide, including International Non-Governmental Organizations (INGOs) in Nairobi city county, Kenya, to adopt Green Human Resource Management (GHRM) practices (United Nations, 2015). These practices aim to integrate environmental sustainability into organizational strategies and operations, aligning with global initiatives such as the 2015 Paris Agreement and the United Nations Sustainable Development Goals (UN SDGs) (Bauer & Aiman-Smith, 2020). However, there is a need for a comprehensive and timely study to examine the current state of GHRM implementation, its impact on organizational competitiveness, and the underlying mechanisms driving this relationship in the specific context of international NGOs in Nairobi city county.

Although some studies have explored the link between GHRM practices and organizational competitiveness, specific studies on international NGOs in Nairobi city county are lacking (Yuan et al., 2022). Given the unique characteristics and challenges faced by these organizations operating in fields as diverse as nature conservation, humanitarian aid, and development, there is a need to thoroughly consider the strategies and practices they employ to promote GHRM. Previous studies have highlighted the benefits of GHRM practices, including improved environmental performance, enhanced reputation, and increased donor trust. However, the specific GHRM practices implemented by international NGOs in Nairobi city county have not been well studied, creating knowledge gaps.

Despite the potential benefits of GHRM practices, such as attracting and retaining top talent, fostering innovation, and enhancing organizational reputation, previous studies suggest that their adoption remains low among INGOs in Nairobi city County (Mungai et al., 2020). Barriers to GHRM practice adoption include a lack of awareness, insufficient resources, and conflicting priorities (Chege et al., 2018). Consequently, INGOs may struggle to achieve their mission, maintain their competitive edge, and remain relevant in today's rapidly changing world.

Furthermore, it is important to understand the impact of GHRM practices on organizational competitiveness and its underlying mechanisms (VuralGursel et al., 2022). Existing studies have found a positive association between GHRM practices and organizational competitiveness, but the dynamics in the NGO context may be different. It is important to consider how GHRM practices contribute to an organization's competitiveness by attracting and retaining talent, improving operational efficiency, fostering innovation, and adapting to changing environmental expectations and regulations. Additionally, the challenges and obstacles faced by international NGOs in implementing GHRM practices in Nairobi city County must be addressed (Rahman et al., 2021). Operating in resource-constrained environments, these organizations need a customized approach to ensure the effectiveness and comprehensiveness of their GHRM practices.

General Objective

The general objective of the study was to find out the effect of green Human resource management on organizational competitiveness among international NGOs in Nairobi city county, Kenya.

Specific Objectives

The specific objectives of the study were;

- i. To find out the effect of green recruitment on organizational competitiveness among international NGOs in Nairobi city county, Kenya.
- ii. To assess the effect of green training and development on organizational competitiveness among international NGOs in Nairobi city county, Kenya.

Theoretical review

The study was grounded on Ability–Motivation– Opportunity (AMO) theory, signaling theory.

Ability–Motivation–Opportunity theory (Appelbaum et al. 2000)

AMO theory postulates that strengthening an organization's human capital, especially human resource management (HRM) practices aimed at improving human skills, has a significant impact on various performance outcomes. These results include increased productivity, reduced waste, improved quality and increased profitability. Theoretically, HRM does this by attracting and developing high-performing employees who help improve their skills. It also highlights the importance of employee motivation and engagement, which can be promoted through practices such as contingency pay and effective performance management (PM). It is also considered important to provide opportunities for employees to share knowledge and work on problem solving through employee engagement (EI) programs. According to AMO theory, the work system is made up of three distinct elements that shape the personality of an employee and ultimately contribute to the company's success. These components are employee competencies, motivations and opportunities (AMO). This theory emphasizes that an organization's utility is maximized when all three factors are considered. Indeed, a three-dimensional model encompassing skills, motivations and opportunities has been proposed to guide improvement of human capital management practices (Kundu & Gahlawat, 2018; Pak et al., 2019; Rajiani et al., 2016).

Green training and development is supported by the Ability-Motivation-Opportunity theory (AMO theory). This theory suggests that for an individual to perform effectively, they need to have the necessary abilities, the motivation to perform, and the opportunity to utilize these abilities and motivation. In the context of green practices, green training and development provide employees with the abilities (knowledge, skills, and attitudes) necessary to engage in environmentally sustainable behaviors. This training can enhance employees' motivation to adopt green practices and create opportunities for them to apply these practices in their work

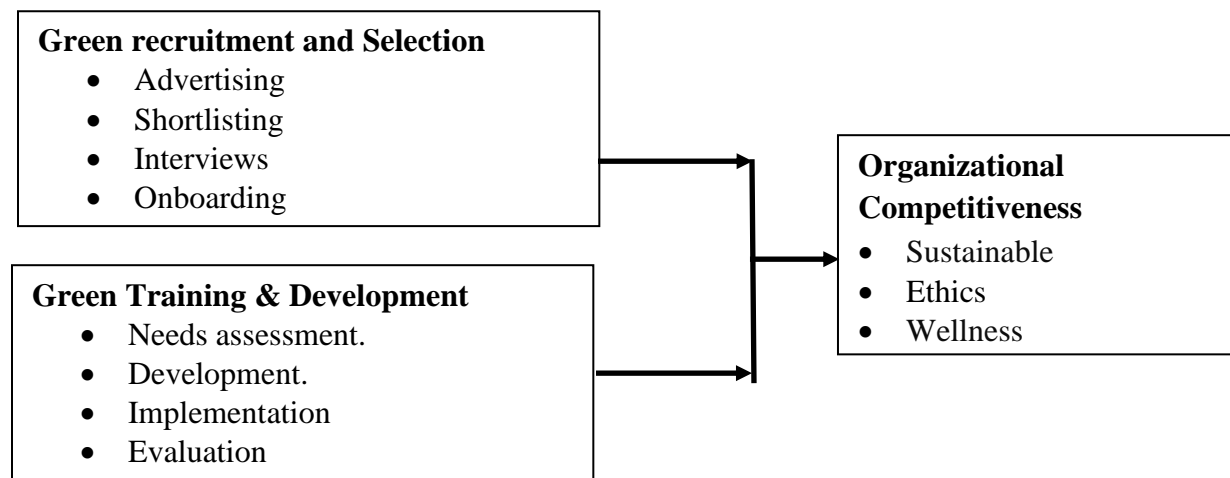
Signaling theory.

Recruitment and selection theory posits that candidates, lacking complete information during the recruitment process, rely on organizational characteristics like environmental image and reputation to glean insights into a company's future intentions and behavior (Breugh, 2018). This study employs signaling theory to examine how candidates leverage a recruiter's environmental image and reputation to infer a company's future intentions. Essentially, being perceived as environmentally conscious is crucial for attracting high-quality talent, particularly as such companies often draw more qualified and motivated applicants (Peloza & Shang, 2021).

Green recruitment aligns with signaling theory, which posits that individuals or organizations can communicate certain characteristics or qualities to others through signals, influencing perceptions and behaviors (Spence, 1973). In the context of environmental sustainability, organizations can signal their commitment to environmental responsibility through their recruitment practices. By emphasizing green values and practices in recruitment efforts, organizations can attract individuals who share these values and are more inclined to engage in environmentally responsible behaviors (Ramus & Steger, 2020).

Conceptual framework

In this context, organizational competitiveness is presented as the study's dependent variable, while the independent variables are green recruitment, and green training and development.

Independent Variables**Dependent Variable****RESEARCH METHODOLOGY**

The research study shall be conducted using descriptive research design in order to provide a framework to examine current conditions, trends and status of events. Descriptive research design is more investigative and focuses on a particular variable factor. Creswell and Clark (2017) regard research designs as plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. To achieve this, the study undertook descriptive research.

The study focused on international counties within Nairobi County as the target population. In order to get adequate information on green HRM and organizational competitiveness, the study targeted all the executive managers, project managers, operations managers and all HR employees of the international NGOs within Nairobi city county.

Table 1: Target Population

Grade	Total persons	Percentage
Executive management	15	0.6
Project managers	19	0.8
Operation managers	51	20
HR Employees	161	77.6
Total	246	100

Source: International NGOs HR Records, (2021)

The study embraced Purposive sampling method. A suitable sample from the targeted population was drawn purposely to get information on effects of green HRM on organizational competitiveness. The sample population was from the targeted population of the international NGOs namely executive management, procurement managers, operation managers and all HR employees who directly influence the embracing of a new strategy like green HRM in an entity.

The research obtained a sample size using Cochran's (1977) formula as picked from Mugenda & Mugenda, 2003). The researcher selected a total of 152 respondents from various NGOs. Using proportional allocation, the sample size was determined based on different strata (Kothari & Garg, 2018).

The study used self-structured questionnaires to collect primary data from respondents. Open and closed ended questions was included so that each respondent is capable of receiving the same set

of questions in exactly the same way. Each respondent was given a questionnaire that was picked after two weeks to allow them ample time to fill in the required information for the study.

A pilot test was conducted on eight randomly selected independent respondents (two from each stratum of executive management, procurement managers, operation managers and HR employees) to establish the validity and reliability of the research instrument before administering to the selected sample, and how the primary data generated was used. In case of the reverse, modifications were done prior to the actual study. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. The researcher sought the experts' opinion on the representation and suitability of questions, for suggestions of corrections to be made to the structure of the data collection tool. The study used Cronbach's alpha score which measures internal consistency. Cronbach's alpha reliability coefficient ranges from 0-1 where, the closer the Cronbach's alpha is to one, the greater the internal consistence of the item in scale. Thereafter, necessary changes were done to the research instrument before the actual study.

The latest version of SPSS was used because it gives quantitative results, which helps researchers to describe the data and the features of data that are of interest. Both qualitative and quantitative data was analyzed. Qualitative data was analyzed by reading the questionnaire. Descriptive statistics (frequencies and percentages) was computed for all the four objectives. Quantitative data was computed for inferential statistics (mean, mode, standard deviation, P values and beta coefficients) with a 0.05 (5%) test significance level. The resulting P. values and coefficients was then used to compare the variables, where two sets of the variable were compared to see the extent to which they are related and if they can be used to predict each other.

Qualitative data was analyzed by continuous narratives in themes and sub titles as per the corresponding variable of the study. Descriptive statistics (frequencies and percentages) was computed for all the four objectives. Pearson correlation is a fundamental method used to assess the relationship between two variables and determine if they can be predictive of each other.). Finally, Multiple Linear Regression analysis was used first to analyze the effect of each independent variable on the dependent variable and the overall effect of the independent variables.

RESEARCH FINDINGS AND DISCUSSIONS

One hundred and fifty-two questionnaires were handed out to executive managers, project managers, operations managers and all HR employees of the international NGOs within Nairobi city county, Kenya. From the 152 questionnaires distributed the study received 133 of them having been filled to satisfactory levels. The questionnaires returned added up to 87.7% response rate that was taken to be excellent. This is because according to Mugenda and Mugenda (2013), research achieves a response good enough to proceed with when it attains a 50% response rate, it is sufficient when it is at 60% any response above 70% is considered excellent. Posting an 87.7% response rate the study's response can be employed in the realization of other goals such as reporting.

Descriptive Analysis

Green Recruitment and Selection

Table 2: Green Recruitment and Selection Frequencies

Green Recruitment and Selection	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
Any advertising in the INGO sector attracts people who are enlightened on environmental issues	-	5.6	23.5	33.8	13.1	3.78	.739
The organization has fully embraced online shortlisting in filling the vacant positions	-	-	19.1	41.0	38.9	4.21	0.741
The INGOs have fully embraced online interviews.	-	2.8	38.6	32.3	26.3	3.82	.885
The organization has fully embraced on boarding in its HR operations.	13.1	10.4	23.9	35.5	17.1	3.33	1.133
Job interviews in the organizations use environmental knowledge as one of the criteria for one to get a placement.	8.4	23.9	23.5	31.1	13.1	3.17	1.178
Green Recruitment and Selection affects organizational competitiveness.	8.0	23.9	26.3	33.5	8.4	3.10	1.105

To obtain information about the first independent variable Green Recruitment and Selection, several statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement "Any advertising in the INGO sector attracts people who are enlightened on environmental issues" 5.6% of the respondents disagreed to the statement, 23.5% of the respondents neither agreed nor disagreed to the statement, 33.78% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.78 and standard deviation 0.739. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement. On the second statement "The organization has fully embraced online shortlisting in filling the vacant positions?" 19.1% of the respondents neither agreed nor disagreed to the statement, 41.0% of the respondents agreed to the statement while 38.9% of the respondents strongly agreed to the statement, with a mean of 4.21 and standard deviation 0.741. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement. On the statement "The INGOs have fully embraced online interviews, 2.8% disagreed with the statement, 38.6% of the respondents neither agreed nor disagreed to the statement, 32.3% of the respondents agreed to the statement whereas 26.3% of the respondents strongly agreed to the statement, with a mean of 3.82

and standard deviation 0.885. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement. Regarding the statement “The organization has fully embraced onboarding in its HR operations”, 13.1% strongly disagreed to the statement, 10.4% of the respondents disagreed to the statement, 23.9% of the respondents neither agreed nor disagreed to the statement, 35.5% of the respondents agreed to the statement whereas 17.1% of the respondents strongly agreed to the statement, with a mean of 3.33 and standard deviation 1.133.

The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement. Specifically, just under 50% of all respondents either agreed or strongly agreed with the statement, while only about a quarter expressed strong or moderate disagreement. Therefore, it seems that although there is some diversity of opinion among respondents regarding the extent to which the organization has adopted onboarding practices, the prevailing view is that the organization has largely incorporated onboarding into its human resources functions.

On the statement “Job interviews in the organizations use environmental knowledge as one of the criteria for one to get a placement.” 8.4% strongly disagreed to the statement, 23.9% disagreed to the statement, and 23.5% of the respondents neither agreed nor disagreed to the statement, 31.1% of the respondents agreed to the statement whereas 13.1% of the respondents strongly agreed to the statement, with a mean of 3.17 and standard deviation 1.178. On the statement “Green Recruitment and Selection affect organizational competitiveness.” 8.0% strongly disagreed to the statement, 23.9% disagreed to the statement, and 26.3% of the respondents neither agreed nor disagreed to the statement, 33.5% of the respondents agreed to the statement whereas 8.4% of the respondents strongly agreed to the statement, with a mean of 3.10 and standard deviation 1.105. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

This result concurs with Dey et al. (2021): Investigated the influence of green human resource management (GHRM) practices on organizational performance in Indian public enterprises. They found that green recruitment and selection positively affected organizational performance. Further Khoshkhoo et al. (2020): Explored the relationship between green HRM and employee performance in Iranian manufacturing industries. Their results revealed a direct association between green recruitment and employee performance.

Green Training and Development

Table 3: Green Training and Development Frequencies

Green Training and Development	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
The induction programs in the organization helps in creating a training action plan.	2.0	2.8	11.6	30.7	53.0	4.30	0.922
Needs assessments are conducted in the organizations to establish the gaps within the employee's capability.	5.6	7.2	5.6	53.8	27.9	3.91	1.058
The organization does prior planning before training their staffs based on the set training objectives.	5.6	27.1	19.1	27.5	20.7	3.31	1.229
Once any training and development has been conducted as a way of implementation, an evaluation of training effectiveness is always done.	10.4	2.8	19.1	41.8	25.9	3.70	1.188
Green training and development affect organizational competitiveness	21.9	-	29.1	39.0	10.0	3.15	1.284

To obtain information about the first independent variable Green Training and Development, numerous statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement "The induction programs in the organization helps in creating a training action plan" 2.0% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 11.6% of the respondents neither agreed nor disagreed to the statement, 30.7% of the respondents agreed to the statement whereas 53.0% of the respondents strongly agreed to the statement, with a mean of 4.30 and standard deviation 0.922. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

On the statement "Needs assessments are conducted in the organizations to establish the gaps within the employee's capability" 5.6% strongly disagreed to the statement, 7.2% of the respondents disagreed to the statement, 5.6% of the respondents neither agreed nor disagreed to the statement, 53.8% of the respondents agreed to the statement whereas 27.9% of the respondents strongly agreed to the statement, with a mean of 3.91 and standard deviation 1.058. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

On the statement "The organization does prior planning before training their staffs based on the set training objectives, 5.6% strongly disagreed to the statement, 27.1% of the respondents

disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 27.5% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.31 and standard deviation 1.229. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

Regarding the statement “Once any training and development has been conducted as a way of implementation, an evaluation of training effectiveness is always done.”, 10.4% strongly disagreed to the statement, 2.8% of the respondents disagreed to the statement, 19.1% of the respondents neither agreed nor disagreed to the statement, 41.8% of the respondents agreed to the statement whereas 25.9% of the respondents strongly agreed to the statement, with a mean of 3.70 and standard deviation 1.188. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

On the statement “Green training and development affect organizational competitiveness” 21.9% strongly disagreed to the statement, 29.1% of the respondents neither agreed nor disagreed to the statement, and 39.0% of the respondents agreed to the statement whereas 10.0% of the respondents strongly agreed to the statement, with a mean of 3.15 and standard deviation 1.284. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

Murshed (2019) within a case study examining Bangladesh Bank's journey towards becoming a green bank, Murshed briefly discusses staff awareness programs designed to build capacity for implementing environmental policies. Such training efforts helped foster greener decision making throughout the institution, promoting alignment with sustainability norms and Nishatabadi et al. (2018) Discussed the role of education and training in advancing the circular economy concept—a key aspect of green growth—within small and medium enterprises. While the paper does not mention IGOs directly, the authors stress that effective pedagogies enable professionals to grasp the intricacies of sustainable production patterns and subsequently apply them within their respective organizations.

Organizational Competitiveness

Table 4: Organizational Competitiveness

Organizational Competitiveness	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Mean	Std. Dev.
The organization determine their competitive levels through Eco friendly workforce and managers.	-	-	10.4	64.9	24.7	4.14	0.1336
The organization determine their competitive levels through Corporate social responsibility	5.6	-	16.7	133.0	20.7	3.87	0.929
The organization determine their competitive levels through Healthy environment	2.0	13.1	21.5	49.4	13.9	3.60	0.951
The organization determine their competitive levels through Financial savings.	2.8	-	12.4	40.6	44.2	4.24	0.874
The organization determine their competitive levels through Efficient resource usages.	2.8	-	22.7	47.0	27.5	3.96	0.869

To obtain information about the dependent variable, Organizational Competitiveness, various statements were asked and the respondents required to provide feedback on a likert scale of one (1) to five (5), for 1 being strongly disagree, 2 being disagree, 3 being neither agree nor disagree, 4 being agree and 5 being strongly agree to the statements. On the statement “The organization determine their competitive levels through Eco friendly workforce and managers.” 10.4% of the respondents neither agreed nor disagreed to the statement, 64.9% of the respondents agreed to the statement whereas 24.7% of the respondents strongly agreed to the statement, with a mean of 4.14 and standard deviation 0.1336. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

On the statement “The organization determine their competitive levels through Corporate social responsibility”, 5.6% strongly disagreed to the statement, and 16.7% of the respondents neither agreed nor disagreed to the statement, 133.0% of the respondents agreed to the statement whereas 20.7% of the respondents strongly agreed to the statement, with a mean of 3.87 and standard deviation 0.929. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

Regarding the statement “The organization determine their competitive levels through Healthy environment”, 2.0% strongly disagreed to the statement, 13.1% disagreed to the statement 21.5% of the respondents neither agreed nor disagreed to the statement, 49.4% of the respondents agreed to the statement whereas 13.9% of the respondents strongly agreed to the statement, with a mean of 3.60 and standard deviation 0.951. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

On the statement “The organization determine their competitive levels through Financial savings”, 2.8% strongly disagreed to the statement, 12.4% of the respondents neither agreed nor disagreed to the statement, 40.6% of the respondents agreed to the statement whereas 44.2% of the respondents strongly agreed to the statement, with a mean of 4.24 and standard deviation 0.874. On the statement “The organization determine their competitive levels through Efficient resource usages” 2.8% strongly disagreed to the statement, 22.7% of the respondents neither agreed nor disagreed to the statement, 47.0% of the respondents agreed to the statement whereas 27.5% of the respondents strongly agreed to the statement, with a mean of 3.96 and standard deviation 0.869. The standard deviation value indicates the dispersion or spread of the scores around the mean. In other words, it shows how much consensus exists in the responses. Small standard deviations imply that most people chose similar answer options, indicating greater homogeneity or consistency in the views of respondents. The mean score falls towards one end of the scale, it suggests that respondents generally agreed with the statement.

Studies such as Hassan et al.'s (2020) investigation of green HRM practices in Malaysian hotels and Farooque et al.'s (2019) examination of the UAE construction industry have established a connection between various aspects of GHRM and organizational competitiveness. Regarding specific factors affecting competitiveness, a study found that respondents generally agreed that eco-friendly workforces and managers play a crucial role in determining the competitive levels of an organization (with a mean of 4.14 and a standard deviation of 0.1336). Similarly, financial savings (mean of 4.24, SD of 0.874) and efficient resource usage (mean of 3.96, SD of 0.869) were seen as major contributors to organizational competitiveness. Meanwhile, corporate social responsibility was viewed positively but with less consensus (mean of 3.87, SD of 0.929). Lastly, healthy environments received somewhat lower ratings compared to the previous factors (mean of 3.60, SD of 0.951). Overall, these results lend credence to the notion that sustainable business practices are associated with higher organizational competitiveness.

Pilot Study Results

Content validity was assessed through review and verification of the extant literature for the items contained in the questionnaire. Construct validity was assessed from the correlations of items. The questionnaire was pilot tested in selected respondents to establish if the respondents can answer the questions without difficulty. The feedback received was used to fine tune the questionnaire before embarking on the actual data collection.

The study adopted Kaiser-Meyer Olkin (KMO) to test for construct validity. The corresponding significance values of the KMO values were significant since they fell under the 0.05 threshold for testing significance (p -value < 0.05). A Chi-Square coefficient ranging from 16.403 to 84.892 and a p -value of less than 0.05 imply that the coefficients were significant. The results imply the statements regarding Green Recruitment and Selection and Selection, Green Training and Development, and Organizational Competitiveness of the firms are fit to produce valid results as shown in Table 4.3a below.

Table 5: Factorial Test Results for Construct Validity

Variables	KMO	Bartlett's Test of Sphericity			Validity
		Approx. Chi-Square	df	Sig.	
Green Recruitment and Selection	0.594	39.625	13	0.011	Valid
Green Training and Development	0.502	77.442	13	0.000	Valid
Organizational Competitiveness	0.666	16.403	13	0.001	Valid

Source: Research Data (2024)

Cronbach Alpha was used to determine the reliability of the questionnaire. The overall Cronbach Alpha was 0.854 which was found to be very good and hence the research instrument was reliable for the current study.

Table 6: Overall reliability coefficients (Cronbach Alpha) of the independent variables

S/No.	Variable	No. of Items	Cronbach Alpha Value
1	Green Recruitment and Selection and Selection	06	0.956
3	Green Training and Development	06	0.786
5	Organizational Competitiveness	06	0.826
	AVERAGE	06	0.854

Correlation Analysis

From table 6 below, there is a positive significant relationship between organizational competitiveness among international NGOs in Nairobi City County, Kenya and Green Recruitment and Selection. The Pearson's correlation coefficient was 0.653, p-value <0.001. This implied that 65.3% of organizational competitiveness among international NGOs in Nairobi City County is explained by Green Recruitment and Selection and Green Training and Development, with a Pearson's correlation coefficient of 0.763 and a p-value <0.001, implying that 76.3% of organizational competitiveness among international NGOs in Nairobi city county is explained by Green Training and Development. Between organizational competitiveness among international NGOs in Kenya.

Table 7: Correlation matrix for organizational competitiveness among international NGOs

		Y	X ₁	X ₂
Y	Pearson Correlation	1	.653**	.763**
	Sig. (2-tailed)		0	0
	N	133	133	133

Multiple Regression Analysis

The amount of dependent variable variation attributed to the behaviour of the independent variables was determined by computing a model summary. This study measured variation in Organizational Competitiveness as a result of changes in Green Recruitment and Selection, Green performance Management, Green Training and Development and Green Reward and Compensation

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 ^a	.877	.868	.013367

According to the results, the value of R square is 0.877. This shows that 87.7% difference in financial performance can be credited to these changes in Green Recruitment and Selection, Green Training and Development. The remaining 12.3% suggests other factors exist that are helpful in explaining variation in Performance of International NGOs in Nairobi City County excluded in this study.

Variance analysis shows the developed model's significance. In this research, the model significance was tested at significance level of five percent.

Table 9: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.233	2	.308	92.716	.000 ^b
1 Residual	.173	335	.003		
Total	1.406	133			

From the findings, the significance of 0.000 is below the chosen significance level of 0.05, meaning it can be considered significant. These results prove that the F-calculated value (16.344) was above the F-critical value ($F_{4,333}=2.550$); this insinuates that the variables, Green Recruitment and Selection, Green Training and Development can be used to predict Organizational Competitiveness.

This regression equation model was used to fit the regression coefficient.

Table 10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	1.347	0.258		5.221	.000
1 Green Recruitment and Selection	0.347	0.103	0.439	3.369	.001
Green Training and Development	0.338	0.138	0.402	2.449	.018

a. Dependent Variable: Organizational Competitiveness

Multiple regressions

$$Y = 1.347 + 0.347 X_1 + 0.338 X_2$$

The results depict Green Recruitment and Selection significantly impacting Performance of listed International NGOs in Nairobi city county ($\beta=0.347$, $p=0.001$). These results insinuate that Green Recruitment and Selection significantly influences Organizational Competitiveness in a positive way. Meaning, a unit rise in Green Recruitment and Selection leads to a rise in Organizational Competitiveness, by 0.347 units.

Green Training and Development has an influence on Performance of listed International NGOs in Nairobi city county, ($\beta=0.338$, $p=0.018$). The studies also revealed that decision-making procedures on investment had a desirable impact on Performance of International NGOs in Nairobi City County. These findings imply that investing decision-making procedures exhibit a favourable impact on Performance of International NGOs in Nairobi City County. As a result, a unit increase in Green Training and Development processes leads to a 0.338 unit rise in the Organizational Competitiveness. The study's findings accord with Mweresa (2018) that investment in manufacturing has a huge effect on a company's Performance of International NGOs in Nairobi City County,

Conclusions

This study underscores the critical importance of integrating Green Human Resource Management (GHRM) functions, including Green Training and Development, Green Recruitment and Selection, in enhancing the organizational competitiveness of international NGOs operating in Nairobi city county. The findings reveal a significant alignment between environmentally sustainable HR functions and organizational goals, demonstrating that initiatives such as training programs, recruitment strategies, not only boost employee motivation and commitment but also position NGOs favorably in the competitive landscape. Despite challenges such as financial constraints, these initiatives play a vital role in fostering a culture of sustainability within NGOs,

thereby enhancing their capacity to achieve long-term success and societal impact in Nairobi city county.

Furthermore, the strategic integration of green functions not only enhance environmental performance but also yields tangible competitive advantages for international NGOs. By prioritizing environmental sustainability through employee education, hiring processes, and performance evaluation, organizations can attract environmentally conscious stakeholders, adapt to changing regulations and consumer preferences, and drive meaningful change towards a more sustainable future. Thus, Green HRM functions emerge as indispensable tools for NGOs seeking to simultaneously advance environmental sustainability goals and maintain a competitive edge in Nairobi city county, Kenya and beyond. Moving forward, it is imperative for NGOs to continue investing in and refining these green initiatives to ensure continued success and positive impact in the dynamic landscape of international development.

Recommendations

The study recommends that incorporating Green Training and Development enables organizations to equip employees with the necessary knowledge and skills to minimize environmental harm. Policies should focus on creating comprehensive training programs covering topics like conservation, recycling, waste reduction, and energy efficiency. Building a continuous learning environment that encourages exploration of innovative ideas and sharing best practices maintains enthusiasm and dedication to sustainability goals. Ensuring that training materials incorporate real-life scenarios and hands-on activities ensures maximum engagement and retention. Lastly, periodically gathering feedback and reassessing training needs guarantees that content stays relevant, meeting evolving regulatory requirements and societal expectations. Prioritizing Green Training and Development elevates environmental consciousness, equips teams with sought-after abilities, and enhances an organization's position as a leader in sustainability.

To optimize Green Recruitment and Selection's impact on environmental responsibility and organizational performance, organizations should embrace dedicated policies and strategies. Crucial steps comprise drafting precise job descriptions accentuating green duties, targeting eco-conscious talents, infusing assessments with weighted environmental proficiency ratings, and engaging applicants on their standpoint towards sustainability during interviews. Cultivating synergies with academic institutions and professional networks specializing in green subjects extends reach and fortifies affiliations with compatible communities. Ongoing revision of recruitment collateral and fine-tuning candidate evaluation methods guarantees synchronization with shifting environmental concerns. Altogether, ingraining green values within recruitment and selection routines consolidates team unity, expedites cultural shift, and catapults businesses into a front running segment of top ecologically engaged competitors.

Suggestions for further research

Given the limited scope of the study to solely examine international NGOs in Nairobi city county, Kenya, it is recommended to extend the research to include sectors such as manufacturing, production, and other services to discern comparable patterns concerning the impact of green Human Resource Management (HRM) on their performance. Furthermore, contrasting NGOs with complete integration of green HRM functions against those without such implementations provides insightful variations in organizational competitiveness, including financial performance, worker satisfaction, and stakeholder impressions..

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