MEDIATING ROLE OF GREEN COMMITMENT ON THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND GREEN EMPLOYEE BEHAVIOUR: A CONCEPTUAL MODEL FOR HEALTHCARE INSTITUTIONS IN NIGERIA

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Abstract
The purpose of this study is to propose a conceptual model that can facilitate employee green behaviour among staff of tertiary healthcare institutions in Nigeria. Past studies have shown that green human resource management practices have a significant influence on employees green behaviour. Green commitment was identified as a mediating variable to facilitate the relationship between the two constructs. Consequently, the study draws from the conservation of resources theory and proposes how individual strive to obtain, protect, and foster resources that they value. When employees perceive that they have sufficient resources such as training and support, they tend to be committed to engage in green behaviour. The study will be useful to policy makers in overcoming the problem of lack of green employee behaviour among staff in health institutions.
Keywords: Green human resource management, green commitment, employee green behaviour.

Introduction

Climate change is a serious issue all over the world and people have been more concerned about preserving the natural environment (Ogiemwonyi & Alotaibi, 2023). Organisations are becoming more and more aware of the necessity of implementing ecologically friendly practices. The transition towards sustainability has resulted in a heightened focus on sustainable conduct among employees in the workplace. It is now anticipated that employees would actively engage in environmental operations and exhibit environmentally friendly behaviours in their everyday work activities. This include the implementation of basic measures such as decreasing energy use, recycling garbage, and minimising paper usage. Prior studies indicate that the sustained effectiveness of corporate environmental sustainability endeavours is significantly dependent on the voluntary involvement and proactive participation of workers towards these activities (Bashirun et al., 2022).

Employees' green behaviours (EGB) play a pivotal role in realizing corporate environmental goals (Chaudhary, 2019). it is a set of individuals' conscious efforts, attitudes, and behaviour towards the protection of the environment (Mateen et al., 2023). Employee green behaviours are viewed as keys to the effective implementation of green practices in the

workplace. Employees are crucial stakeholders in the implementation of green policies in the workplace implying that organisations must invest adequate resources to not only encourage green behaviours but also ultimately align employees' interests with the organisation's eco-friendly objectives (Chen et al., 2013; Jackson et al., 2021). The lack of green employee behavior in health institutions can lead to several problems that impact both the environment and the institutions themselves. These problems can range from increased environmental degradation to operational inefficiencies and negative public perception.

In the Nigerian context, millions of individuals are affected due to extreme heat which causes climate change while sustainable practices are often ignored by organisations. According to a WHO report in 2005, 85% of medical wastes are non-hazardous while the 15% are classified as 10% are infectious waste and 5% hazardous and may constitute a risk to health and the environment. Stakeholders at various levels have made efforts to address the conflict between environmental concerns and long-term survival strategically (Fang et al., 2022). This is especially true for companies and the public sector who want to prioritise environmental sustainability (ES) in order to improve their public image and reputation, through employee green behaviour (EGB) (Cheng et al., 2023; Ogiemwonyi & Alotaibi, 2023).

Extant literature identified green human resource management practices (GHRMP) leads to employee green behaviour. Few amongst the Studies are that of (Aboramadan, 2022; Ansari et al., 2020; Darvishmotevali & Altinay, 2022; Ercantan & Eyupoglu, 2022; Ly, 2023). More so, Jose et al., (2019) reiterated GHRMP is undeniably a powerful tool for promoting green and sustainable approaches. Green HRM is a collection of human resource management techniques that take the organisation’s environmental manifesto into account (Paille et al., 2020). It consists of all practices, policies, systems and activities to assist a firm to execute its programs in order to become an environmental organisation (Zaid & Jaaron, 2023). The study by Ansari et al., (2020) recommended the inclusion of other variables to mediate the relationship between GHRMP and EGB. As a result, Mateen et al., (2023) recommend future studies should consider other mediators like green commitment and green life style.

Despite the increasing focus on sustainability, the healthcare sector in Nigeria faces significant challenges in integrating green practices into its operations. This study aims to develop a conceptual model that links GHRM, Green Commitment (GC), and Employee Green Behavior (EGB) within the context of tertiary healthcare institutions in Maiduguri Metropolis, Nigeria. While existing research highlights the influence of GHRM on EGB, there is a notable gap in understanding the mediating role of Green Commitment in this relationship. Employees who feel valued and supported by their organization through green training, incentives, and performance appraisal systems are more likely to commit to environmental sustainability and exhibit pro-environmental behaviors.

Therefore, this study is conceptual paper in nature aimed to develop a framework that link between green human resource management practices and employee green behaviour with a mediating variable green commitment. The paper discussed the variables proposed based on existing literature, adopt the conservation of resources theory to explain the proposed framework and provided methodoloyg used along with a conclusion section.

Conceptual Review and Framework

Employee Green Behaviour

The concept of employee green behaviour (EGB) emerged from scholars reflections on environmental problems in the 1960 (Omarova & Jo, 2022). Employee green behaviour (EGB) is an extension of employee behaviour as organisational theory was broadened with rising green awareness (Tahir et al., 2020).

Employee green behaviour refers to human behaviour that minimizes the negative environmental consequences of their activities at the workplace and leads to the sustainable

performance of the organisations (Aboramadan, 2022; Anwar et al., 2020; Chen & Boiral, 2013; Saifulina et al., 2020). Similarly, Kim et al., (2018) stressed EGB to encompasses any individual actions that minimises the negative environmental impact of human activities or to improve environmental quality. For instance, employees conserving energy by switching off unnecessary electrical appliances, using stairs instead of the lift, avoiding single side paper printing, minimising waste, and generating ideas for environmental protection (Ansari et al., 2020).

Cahyadi et al., (2023) refers to green behaviour as a set of individual behaviours that are environmentally friendly while Faeq et al., (2021) added initiating programs and policies that are friendly, prioritising environmental interests, lobbying and activism, and lastly encouraging others to reduce the negative impact on the organisation and degradation of the environment. Moreso, it consists of a person's voluntary behaviour that contributes to organisational sustainability. Examples includes: Saving office materials, separating trash based on type, open conversation, and information sharing among personnel concerning environmental sustainability (Kim et al., 2017; Latif & Aziz, 2018). Other green behaviour practices identified by Adriana et al., (2020) includes activities such as saving energy, using resources efficiently, avoiding waster and saving water. In addition, Robertson & Barling, (2013) have explained EGB in printing activities, compostable items, recyclable materials, reusable utensils, lighting, programs, and practices.

Cahyadi et al., (2023) is of the view that business leaders can create green plans, visions, goals, actions, beliefs, and ideas to realize green printing activities, compostable items, recyclable materials, reusable utensils, lighting, programs, and green practices. In addition, These approaches contribute to the sustainability of businesses (Cahyadi et al., 2022; Fadel et al., 2021; Ha & Uyen, 2021; Harasudha & Subramanian, 2020)

Therefore, from the above discussions and concepts, EGB is considered as behaviours that employees exhibit capable of reducing environmental impact and enhancing sustainability of the environment. These behaviours can be built in the employee's task role or of discretionary action.

Green Human Resource Management Practices

Since organizations are changing their business motives and required efforts from profit-making to environmentally sustainable organisations, they could develop and deploy HRM to successfully implement environmentally sustainable strategies and objectives and referring such environment oriented HRM as GHRM (Renwick et al., 2013).

In GHRM, environmental consciousness and strategies are considered in every HR function aspect, ranging from recruitment to performance appraisal. In doing so, organizations show how ecological improvement can be achieved through involving employees under the organizational policy of HRM. For example, organizations might include green responsibilities in designing sustainable-oriented jobs, employee acquisition strategies targeted to get employees who have similar values and beliefs, training for green awareness, and appraise and reward employee green performances (Mohammad et al., 2021).

Renwick et al., (2013) first began to define GHRM as the HRM aspects of environmental management. Opatha & Arulrajah, (2014) conceptualised GHRM as a structure that focuses on practices aimed at creating green employees so that everyone, including employees, society, and businesses, can benefit. Individuals, society, the natural world, and industry benefit from GHRM practices, which maintain environmental protection (Ercantan & Eyupoglu, 2022). GHRM deals with the management of the environment by hiring those employees that are willing to create and sustain organisation that is environmental friendly by implementing environmental management activities (El Sakka, 2018).

GHRM is a consortium of associated essentials of GHRM practices performed in an internally reliable way to ensure that they are in line with various contextual factors and the firm strategic orientation (Alfes et al., 2013) . It requires workers to be involved fully in the effort of getting olive green (Wagner, 2013), in which they are recommended to continuously practice green endeavors at their workplace (Zaid & Jaaron, 2023)..

Green Commitment

Green commitment refers to the commitment of an organisation or individual to implement ecologically acceptable policies and activities that reduce their impact on the environment. It entails a proactive engagement with sustainability, including activities such as trash reduction, energy conservation, and promotion of renewable resource utilisation.

Green commitment refers to an individual's fundamental intrinsic dedication to improving the environment. It includes emotional and behavioural attachment to the organisation (Ansari et al., 2020). Employees green commitment is a result of GHRM where an organisation showcases the attitudes, sharing of organisational values, and effort contributed by employees towards the workplace (Pham et al., 2019). Green commitment acts as a mediating factor that links organizational strategies with sustainable outcomes, bridging the gap between the intent to adopt green practices and the actual achievement of sustainability goals. Understanding this mediating role is crucial for organizations looking to enhance their environmental performance, improve stakeholder relationships, and gain a competitive advantage

Underpinning Theory

Drawing on conservation of resources (COR) theory. Developed by Steven Hobfall (1989). The theory holds that possessing ample resources, individuals are inclined to take proactive resource gain strategy to acquire additional resources (Hobfoll, 1989).According to the theory, when employees perceive that they have sufficient resources to engage in green behaviour (e.g., training, support, rewards), they are more likely to be committed to these behaviour. By offering these resources, organizations reduce the perceived cost of engaging in green practices. Employees are more likely to commit to green objectives when they feel supported and equipped to perform these behaviors without depleting their personal resources.

Green commitment itself can be considered a valuable resource. When employees are committed to green values, they are more likely to experience a sense of purpose and satisfaction in their work. This commitment acts as a psychological resource that motivates employees to engage in green behavior, as it aligns with their personal and organizational values. Employees will actively seek and accumulate additional resources and invest in EGB (Clercq et al., 2021; Hobfoll, 2002) . Therefore, this study perceived that embedding green commitment in form of additional resources to ensure continuous access to the acquired resources.

Figure 1: Proposed Conceptual Framework

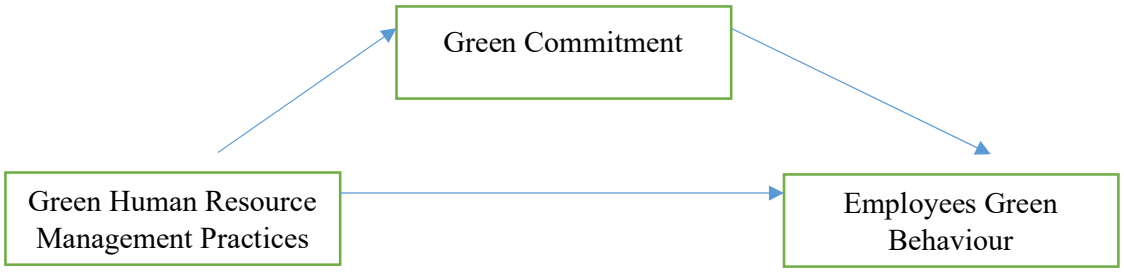

Figure 1 communicates the relationship between the independent and dependent variable as well as the mediating variable between the two constructs. The independent variable is green human resource management while the dependent variable is employee green behaviour and the mediating variable is green commitment.

Proposed Research Hypotheses

Following review of literature. The following hypotheses were proposed

Ho1: There is no significant effect of green human resource practices on employee green behaviour.

Ho2: There is no significant effect of green human resource practices on green commitment.

Ho3: There is no significant effect of green comitment on employee green behaviour.

Ho4: There is no significant effect of the mediating role of green commitment on the relationship between green human resource management and green employee behaviour.

Methodology

This conceptual paper employs a theoretical synthesis and model development approach to explore the relationship between Green Human Resource Management (GHRM) practices, Green Commitment (GC), and Employee Green Behavior (EGB) in tertiary healthcare institutions in Nigeria. Given the absence of empirical data collection, the methodology focuses on conceptual reasoning, literature synthesis, and theoretical grounding to develop a framework that enhances understanding of employee green behavior in healthcare settings.

Conclusion

Ultimately, the purpose of this study is to develop a conceptual model that can help healthcare institutions in Nigeria. The study draws from conservation of resources theory and proposes a positive relationship between the green human resource management and employee green behaviour through the mediating role of green commitment. The study identified green human resource management practices as an important variable that can help enhance employee's green behaviour. Green commitment was also defined as additional resources that can motivate green employee behaviour alongside green human resource management practices. The study enumerates employee green behaviour to reduce the problem of global warming, climate change and resource depletion. Organizations aiming to enhance their environmental performance must invest in comprehensive GHRM strategies, including green recruitment, training, and performance appraisal. Providing employees with the necessary resources and incentives will not only foster a culture of sustainability but also drive long-term behavioral change in workplace environmental practices.

Future research should focus on empirically testing the proposed model across different organizational contexts to validate its applicability. Additionally, longitudinal studies could provide insights into how GHRM initiatives evolve and influence employee behavior over time. By expanding the scope of research in this area, scholars and practitioners can work towards creating more effective strategies for integrating sustainability into human resource management.

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