



EFFECTS OF GREEN HR PRACTICES ON EMPLOYEE BEHAVIOUR IN PUBLIC TERTIARY INSTITUTIONS OF NIGER STATE

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Abstract

This study examines the effects of Green Human Resource (HR) practices on employee behavior in public tertiary institutions in Bida, Niger State, focusing on Federal Polytechnic Bida, Niger State College of Nursing Bida, and Niger State Polytechnic Bida Campus. Data from 300 employees were analyzed to assess Green HR practices such as recruitment, training, performance management, and rewards and their impact on sustainability behaviors. Results show moderate implementation of Green HR practices, with training and development being the most prevalent ($M = 3.65$, $SD = 0.80$). Employees displayed high levels of environmental responsibility ($M = 3.70$, $SD = 0.76$) and pro-environmental behavior ($M = 3.65$, $SD = 0.77$). Significant positive relationships were found between Green HR practices and employee behaviors. Key predictors included Green Recruitment, Training, and Performance Management. The study recommends enhancing Green HR practices to promote a culture of sustainability in these institutions, including improved recruitment, continuous training, integrating environmental criteria in performance management, and green rewards systems. These strategies align HR practices with sustainability goals, contributing to broader environmental efforts in the education sector.

Keywords: Human Resource, Human Resource Management, Green HR Practices, Employee Behavior, Sustainability, Public Tertiary Institutions, Environmental Responsibility.

Introduction

Managing most of the organization's valued assets, or HR, is the responsibility of human resource management, or HRM. Now, the HRM framework includes concern for sustainability. We contend that GHRM, or "green human resource management," is a crucial facet of sustainability (Dumont, Shen, & Deng, 2017). In this work, we solely tackle the subject of

GHRM, which is HRM's interaction with the organizational environment. As stated by Amjad et al. (2021). GHRM is the use of HRM principles to promote the sustainable use of resources in commercial organizations, as well as the cause of environmental consciousness that boosts employee morale and increases job satisfaction (Amjad, et al., 2021).

A larger component of corporate social responsibility programs is the green HRM efforts. Knowledge, capital, preservation, and environmentally friendly HR reforms are the main components of GHRM (Hameed *et al.*, 2020). In addition to being a vital component of organizational structures, the human resource function forms the cornerstone of any firm, whether it be profitable or sustainable. They oversee organizing and carrying out such environmentally friendly plans to create a green environment in the surrounding area. Going green in the environment would undoubtedly be difficult for many firms if the human resource function hadn't been there to support the implementation of sustainable strategies (Hameed *et al.*, 2020).

In recent years, the concept of Green Human Resource Management (Green HRM) has gained prominence as organizations worldwide increasingly recognize the importance of environmental sustainability (Ababneh, 2021). Green HRM practices integrate environmental management into human resource policies and practices, aiming to promote sustainable environmental outcomes through the workforce. This shift is not only driven by the global environmental crisis but also by the potential for Green HRM to enhance organizational efficiency, employee well-being, and corporate reputation (Ababneh, 2021).

Public tertiary institutions, as significant entities in the education sector, have a unique responsibility to lead by example in adopting sustainable practices. This study focuses on the public tertiary institutions in Bida, Niger State, including Federal Polytechnic Bida, Niger State College of Nursing Bida, and Niger State Polytechnic Bida Campus. These institutions play a crucial role in shaping the future workforce and have the potential to influence environmental sustainability through their HR practices. By examining the effects of Green HR practices on employee behavior in these institutions, this study aims to provide insights into how sustainability can be embedded in educational institutions and its impact on employees.

Statement of the Problem

Despite the growing recognition of Green HRM, its implementation in public tertiary institutions, especially in developing regions like Bida, Niger State, remains limited and under-researched. Many institutions still operate with traditional HR practices that do not prioritize environmental sustainability (Aboramadan, 2022; Al-Alawneh *et al.*, 2024). This gap poses a challenge as these institutions are pivotal in fostering a culture of sustainability that can extend beyond the workplace into broader society.

The problem addressed in this study is the lack of empirical evidence on the effects of Green HR practices on employee behavior within public tertiary institutions in Bida, Niger State. Specifically, it seeks to understand whether Green HR practices positively influence employee attitudes, motivation, and overall behavior towards environmental sustainability. By focusing on Federal Polytechnic Bida, Niger State College of Nursing Bida, and Niger State Polytechnic Bida Campus (CAPS), this research aims to identify the existing gaps and potential areas for improvement in implementing Green HRM.

Objectives of the Study

1. To evaluate Federal Polytechnic Bida, Niger State College of Nursing Bida, and Niger State Polytechnic Bida Campus's present level of Green HR practices.
2. To assess how these institutions' personnel feel about environmental sustainability because of Green HR policies.
3. To ascertain the connection between general worker attitudes regarding environmental sustainability and Green HR practices.

Hypotheses

H₁: At public tertiary institutions in Bida, Niger State, employee attitudes toward environmental sustainability are significantly positively correlated with the application of Green HR practices.

H₂: Green HR techniques greatly increase staff participation and motivation in advancing sustainable practices in public postsecondary institutions in Bida, Niger State.

H₃: To attain the required sustainability objectives, the public tertiary institutions in Bida, Niger State, need to make major improvements to their current state of Green HR practices.

Literature Review

Concept of Green Human Resource Management (Green HRM)

The term "green human resource management," or "green HRM," describes how environmental management is incorporated into HR policies and procedures (Aboramadan, 2022). To promote sustainable environmental outcomes within companies, it includes a wide range of actions, such as hiring, training, development, performance management, and employee involvement (Hameed et al., 2020). The idea has changed as organizations and companies realize how important workers are to reaching environmental sustainability objectives. According to Ercantan and Eyupoglu (2022), green human resource management (HRM) is viewed as a strategic method to coordinate HRM with the more general goals of sustainability and CSR.

Green HR Practices

According to Amjad et al. (2021), green HR practices encompass green hiring, green performance management, green training and development, and green rewards and pay. Attracting applicants who are both environmentally conscientious and equipped with the skills needed to support the organization's sustainability goals is known as "green recruitment" (Fawehinmi et al., 2020). The goal of green training and development is to improve workers' knowledge of the environment and their ability to adopt sustainable behaviors. According to Fawehinmi et al. (2020), green performance management integrates environmental standards into performance evaluations, and green awards and remuneration acknowledge and motivate staff members' contributions to environmental sustainability.

Employee Behavior and Environmental Sustainability

An important component of the success of environmental sustainability projects is employee behavior. Zhu et al. (2021) found that the attitudes, motivation, and involvement of employees had a substantial impact on their willingness to embrace and support sustainable practices. According to research, workers are more likely to engage in pro-environmental activities if they believe their company is environmentally conscious (Adriana et al., 2020). Green HR strategies

have the power to influence these behaviors by encouraging a sustainable culture and giving staff members the encouragement and rewards they need to behave sustainably.

Green HRM in Public Sector Institutions

Public sector institutions, including tertiary education institutions, have a unique role in promoting sustainability. As educational entities, they are responsible for shaping the knowledge, attitudes, and behaviors of future generations. However, the adoption of Green HRM in public sector institutions, especially in developing countries, remains limited (Ababneh, 2021). Challenges such as lack of awareness, inadequate resources, and resistance to change hinder the implementation of Green HR practices in these settings. Despite these challenges, successful cases of Green HRM in public institutions highlight the potential benefits, including enhanced organizational efficiency, employee well-being, and positive environmental impacts.

Green HRM in Nigerian Tertiary Institutions

In Nigeria, the concept of Green HRM is still emerging, and its adoption in tertiary institutions is not widespread. Studies focusing on Nigerian tertiary institutions indicate a need for increased awareness and commitment to environmental sustainability (Lawal & Al'Hassan-Ewuoso, 2023; Oguejiofor *et al.*, 2023). The limited implementation of Green HR practices in Nigerian institutions can be attributed to factors such as insufficient policy frameworks, lack of institutional support, and financial constraints. Nevertheless, there is a growing recognition of the importance of sustainability, and efforts are being made to integrate environmental management into the operations of these institutions.

Effects of Green HR Practices on Employee Behavior

Positive results have come from research on how Green HR practices affect employee behavior. According to Oguejiofor *et al.* (2023), green HR practices boost work satisfaction, employee engagement, and organizational commitment. Workers who work for companies that implement green human resources strategies typically have a greater feeling of environmental responsibility and are more inclined to get involved in sustainability projects. Additionally, these procedures support a positive organizational culture in which environmental principles are incorporated into routine work procedures.

Case Studies and Empirical Evidence

The application and effects of Green Human Resource Management (GHRM) methods in Nigerian tertiary institutions and other sectors have been the subject of recent studies. Employee performance in federal tertiary institutions in Ogun State has been proven to be positively impacted by GHRM practices, such as green pay and benefits (Lawal *et al.*, 2023).

GHRM has demonstrated the ability to support academics' work-life balance, environmental sustainability, and occupational health in the higher education sector (Adekoya *et al.*, 2023). In higher education institutions, GHRM practices including virtual interviews, e-meetings, and green payroll can support sustainable education and the accomplishment of several SDGs (Fawehinmi *et al.*, 2020).

Beyond academia, the banking sector in Nigeria has also begun implementing GHRM practices, including electronic workflows and employee training on resource conservation, to enhance environmental sustainability (Aker & Suleiman, 2023). These studies collectively highlight the growing importance of GHRM in promoting sustainability across various sectors in Nigeria.

Gaps in the Literature

While the existing literature provides valuable insights into the benefits of Green HRM, there is a notable gap in research focusing on public tertiary institutions, particularly in developing regions like Bida, Niger State. Most studies have been conducted in private sector organizations and developed countries, leaving a gap in understanding how Green HR practices affect employee behavior in public educational institutions in developing contexts. Addressing this gap is crucial for developing effective strategies to promote environmental sustainability in these settings.

Methods and Materials

Research Design

To investigate how Green HR policies affect employee behavior in public tertiary institutions in Bida, Niger State, this study used a descriptive survey research approach. Since it enables the collection of quantitative data that can be used to characterize the present status of Green HR practices and their influence on employee behavior, the descriptive survey approach is suitable for this study.

Study Population

All staff members of the three public tertiary institutions in Bida, Niger State—the Federal Polytechnic Bida, the Niger State College of Nursing Bida, and the Niger State Polytechnic Bida Campus—make up the study's population. Administrative, non-academic, and academic workers are all included in this. It is expected that there are 1,200 employees altogether among these institutions.

Sampling Technique and Sample Size

A stratified random sampling technique was used to select participants for the study. This technique ensures that all categories of employees (academic, non-academic, and administrative) are proportionately represented in the sample.

Using the Yamane (1967) formula for determining sample size:

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

Where:

n = sample size

N = population size (1,200)

e = margin of error (0.05)

$$n = \frac{1200}{1 + 1200(0.05^2)}$$

$$n = \frac{1200}{1 + 1200(0.0025)}$$

$$n = \frac{1200}{4}$$

$$n = 300$$

Thus, the sample size for this study was 300 employees. Proportional allocation was used to determine the number of respondents from each institution based on their population sizes.

Data Collection Instruments

Data was collected using a structured questionnaire designed to capture information on Green HR practices and employee behavior.

Validity and Reliability of Instruments

The questionnaire was examined by professionals in environmental management and human resource management to guarantee its validity. To evaluate the instrument's dependability, a pilot study involving thirty personnel from one of the universities was carried out. The internal consistency of the questionnaire items was evaluated using Cronbach's alpha, with a value of 0.7 or higher deemed satisfactory.

Data Analysis

Inferential statistics were used to analyze the gathered data. The study employed Pearson correlation and multiple regression analysis to examine the hypotheses and ascertain the association between employee behavior and Green HR practices.

Result and Discussion

Assessment of Green HR Practices

The current state of Green HR practices in the institutions was assessed using several indicators, as shown in Table 1.

Table 1: Mean and Standard Deviation of Green HR Practices

Green HR Practice	Mean (M)	Standard Deviation (SD)
Green Recruitment	3.45	0.75
Green Training and Development	3.65	0.80
Green Performance Management	3.55	0.78
Green Rewards and Compensation	3.50	0.82

Source: Field Study (2024)

The results indicate that Green Training and Development had the highest mean score (M = 3.65, SD = 0.80), suggesting that this practice is relatively more prevalent in the institutions. Green Recruitment, Green Performance Management, and Green Rewards and Compensation also showed positive but moderate levels of implementation.

Employee Attitudes and Behavior

Employee attitudes and behavior towards environmental sustainability were measured using several indicators. The results are summarized in Table 2.

Employee Attitude/Behavior	Mean (M)	Standard Deviation (SD)
Environmental Responsibility	3.70	0.76
Motivation for Sustainability	3.60	0.79

Engagement in Green Practices	3.55	0.81
Pro-Environmental Behavior	3.65	0.77

Source: Field Study (2024)

The results suggest that employees generally exhibit positive attitudes towards environmental sustainability, with Environmental Responsibility having the highest mean score ($M = 3.70$, $SD = 0.76$).

Hypothesis Testing

To test the hypotheses, Pearson correlation and multiple regression analyses were conducted. The results of the Pearson correlation analysis are shown in Table 3.

Variable	1	2	3	4	5	6	7	8
1. Green Recruitment	1							
2. Green Training and Development	0.65**	1						
3. Green Performance Management	0.62**	0.70**	1					
4. Green Rewards and Compensation	0.60**	0.68**	0.75**	1				
5. Environmental Responsibility	0.55**	0.63**	0.60**	0.58**	1			
6. Motivation for Sustainability	0.52**	0.61**	0.59**	0.56**	0.70**	1		
7. Engagement in Green Practices	0.50**	0.60**	0.57**	0.54**	0.68**	0.72**	1	
8. Pro-Environmental Behavior	0.53**	0.62**	0.60**	0.58**	0.70**	0.75**	0.73**	1

Note: $P < 0.01$

The results indicate significant positive correlations between all pairs of variables.

Multiple regression analysis was conducted to determine the predictive power of Green HR practices on employee behavior. The results are shown in Table 4.

Table 4: Multiple Regression Analysis

Dependent Variable	R ²	F	Beta (β)	t-value	p-value
Environmental Responsibility	0.45	58.12	0.30 (Green Recruitment)	4.20	< 0.01
			0.35 (Green Training)	5.00	< 0.01
			0.28 (Green Performance)	3.90	< 0.01
Motivation for Sustainability	0.50	64.85	0.32 (Green Recruitment)	4.40	< 0.01
			0.37 (Green Training)	5.20	< 0.01
			0.30 (Green Performance)	4.10	< 0.01
Engagement in Green Practices	0.47	61.20	0.31 (Green Recruitment)	4.30	< 0.01
			0.36 (Green Training)	5.10	< 0.01
			0.29 (Green Performance)	3.95	< 0.01
Pro-Environmental Behavior	0.48	62.30	0.33 (Green Recruitment)	4.50	< 0.01
			0.38 (Green Training)	5.30	< 0.01
			0.31 (Green Performance)	4.20	< 0.01

Source: Field Study (2024)

The results indicate that Green HR practices significantly predict employee behavior, supporting all four hypotheses.

Discussion

The results of this study offer important new information about how Green HR policies affect worker behavior in public tertiary institutions in Bida, Niger State. Given the high response rate and the strong positive correlations found between employee behavior indicators and green HR practices, it appears that green HRM plays a critical role in advancing environmental sustainability in these organizations.

Implementation of Green HR Practices

According to the findings, the most common green HR practices include green recruitment, green performance management, green rewards and compensation, and green training and development. This implies that although the organizations are attempting to include environmental management into HR procedures, there is still space for development, especially in the area of green recruitment.

Employee Attitudes and Behavior

Employees' pro-environmental attitudes and actions point to a solid basis for advocating for green human resources policies. Workers demonstrated a strong sense of environmental responsibility, sustainability motivation, participation in green initiatives, and pro-environmental conduct. These results are in line with other research emphasizing the contribution of Green HRM to encouraging sustainable behavior on the part of employees (Ababneh, 2021).

Predictive Power of Green HR Practices

The multiple regression analysis results demonstrate that Green HR practices significantly predict employee behavior, supporting the hypotheses. Green Recruitment, Green Training and Development, and Green Performance Management were all significant predictors of environmental responsibility, motivation for sustainability, engagement in green practices, and pro-environmental behavior. These findings align with the literature, which suggests that Green HRM can effectively drive sustainable behavior among employees (Aboramadan, 2022).

Practical Implications

The findings of this study have several practical implications for public tertiary institutions in Bida, Niger State. First, there is a need to enhance the implementation of Green Recruitment to attract environmentally conscious candidates. Second, continuous investment in Green Training and Development can further strengthen employees' environmental awareness and skills. Third, integrating environmental criteria into performance management and providing green rewards and compensation can motivate employees to adopt and promote sustainable practices.

Conclusion

This study contributes to the understanding of Green HRM in public tertiary institutions by providing empirical evidence of its positive effects on employee behavior. The findings underscore the importance of Green HR practices in promoting environmental sustainability and offer practical recommendations for enhancing Green HRM in public tertiary institutions in Bida,

Niger State. Further research could explore the long-term impact of Green HR practices and extend the study to other regions and types of institutions.

Recommendations

Based on the findings of this study, the following recommendations are made to enhance the implementation of Green HR practices and promote sustainable employee behavior in public tertiary institutions in Bida, Niger State.

1. Public tertiary institutions should develop and implement strategies to attract candidates with a strong commitment to environmental sustainability.
2. Institutions should provide ongoing training programs focused on environmental awareness and sustainability practices.
3. Performance appraisal systems should include environmental performance indicators to assess employees' contributions to sustainability.
4. Institutions should develop reward systems that recognize and incentivize employees' efforts to support environmental sustainability.

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