



Green Human Resource Management Practices and Pro-Environmental Behavior of Knowledge Workers in Selected Private Organisations in Ogun State, Nigeria

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Abstract

This study investigated how green human resource management practices (GHRMP) related to pro-environmental behaviour (PEB) of knowledge workers in selected organisations in Ogun State, Nigeria. All the knowledge workers in the selected private organisations formed the population but for convenience and guide against contravening government social distancing rule of COVID-19, the questionnaire were sampled via email on twenty-five(25) knowledge workers in each of the six (6) organisations studied. The sample used was 150 knowledge workers. Questionnaires were administering on respondents in each of the chosen organisation. Hypotheses were tested with Pearson Product Moment Correlation. Findings indicated positive relationship amongst GHRMP and PEB and it was rightly recommended that every organisation must encourage green human resource management that will improve its workforce pro-environmental behaviours.



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Keywords

Green Recruitment/ Selection;
Green Performance Management;
Knowledge Workers;
Private Pro-Environmental Behaviour;
Public Pro-Environmental Behaviour.

Introduction

Global advent of industrialization regime increases the use of heavy machineries and equipment both industrially and domestically. The use of these machineries and equipment aid easy and voluminous production capability of individual and

organisation; but it actually comes with adverse effect among which is environmental pollution. As a result of immense environmental pollution, it was observed that the weather and atmospheric condition was not as it was before the advent of industrialization. This change in weather and

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atmospheric condition was the genesis of the phrase *ozone layer depletion* and solving this problem globally had given rise to greening situations and processes of virtually everything around the globe.¹ opined that different environmental challenges increase threat to sustainability of environment in form of loss in biodiversity, shortages of water, global warming, noise pollution and pollution of urban air.

Greening simply refers to being environmentally friendly in all processes and endeavours. This is why today we hear of green everything like human resource management practices, revolution, behaviour/pro-environmental behaviour, marketing, general management, technology, accounting, *et cetera*² Oreskas (2004) as quoted in³ opined that carbon emissions reduction has long been adopted as necessity for the limitation of the climate change damaging extent. In 2003, also, there was United Kingdom Energy white paper aimed at carbon dioxide emissions reduction by 60 percent by the year 2050 and 80 percent reduction of six important greenhouse gases emission which was authorized by the Climate Change Act of 2008. There was also UN Framework Convention about climate change which came up in Rio Janeiro attended by about 154 nations and reduction of legally-binding emission target was set by the Kyoto Protocol Metz, *et al.* (2007) as quoted in³

It is, therefore, imperative to be environment conscious at the point of bringing in those workers into the organisation which is the sole responsibility of the HR Management department.⁴ opined that corporate environmental management integration into HR management is termed green human resource management. Such GHRMP entail the HR management functions like recruitment/selection, training/development, performance management, pay/reward, involvement, induction and others in greening form. With the inculcation of environmental friendly orientation into the employment process of the organisation, there is every possibility that such can impact on the need for employee private and/ or public PEB.

It was submitted in⁵ that positive attitudes like GHRMP will directly influence pro-environmental behaviour. Pro-environmental behaviours are those behaviours that are environmental friendly which is why it is

sometimes referred to as environment friendly behaviour, ecological behaviour, environmentally related behaviour, environmentally significant behaviour, responsible environmental behaviour according to Kurisu (2015) as quoted in.⁶ Pro-environmental behaviour was described as those behaviours that could result to reduction of the negative effect of people on our physical environment (Kollmuss & Agyeman, 2002 as quoted in.⁶ It could also be described as every voluntary action taken by individuals in protecting our natural and physical environment Borail, Paille and Raineri (2015) as quoted in.⁶ Pro-environmental behaviours are not only practiced at workplace (public pro-environmental behaviour) but it could as well be practiced at home (private pro-environmental behaviour) according to Ture and Ganesh (2018) as quoted in.⁶

However, since the advent of coronavirus tagged *COVID-19* in Wuham, China, certain actions has been made popular globally like “*avoid MEN, embrace WOMEN*” meaning avoid touching your Mouth, Eyes and Nose; embrace Washing your hands regularly, Obey social distancing, Mask up, Exercise regularly and Never ignore warning signals. As such, workers that are not essential service provider are to work from home.

This work expeditiously trying to see how pro-environmental behaviour could be attained with green human resource management practices among knowledge workers in private manufacturing firms. It seems more like a new area of interest where no scholar had venture into, so the issue of referencing what others have done in this area is almost nil. Nevertheless, scholars have researched into both green human resource management practices and pro-environmental behaviour independently. Studies had shown how pro-environmental behaviour had influenced different phenomenon but no study had been able to examine what might trigger environmental friendly behaviour especially from workplace to the individual workers' environment. Again, it appears that no study had been able to determine whether GHRMP relates to or with pro-environmental behaviour (PEB). Considering essentially, therefore, the effect of such relationship on knowledge workers in some selected incorporated privately owned organisations in Ogun State, Nigeria.

Aim

Our intention is to expose if there exist relationship amongst the green human resource management practices and pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Objectives

The specific objectives are to:

- Establish the relationship between green recruitment/selection and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.
- Know the relationship between green recruitment/selection and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.
- Assess the relationship between green performance management and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.
- Examine the relationship between green performance management and public pro-environmental behaviour of knowledge

workers in selected private organisations in Ogun State, Nigeria.

Research Questions

- What is the relationship between green recruitment/selection and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria?
- What is the relationship between green recruitment/selection and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria?
- What is the relationship between green performance management and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria?
- What is the relationship between green performance management and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria?

Literature Review

Operational Framework

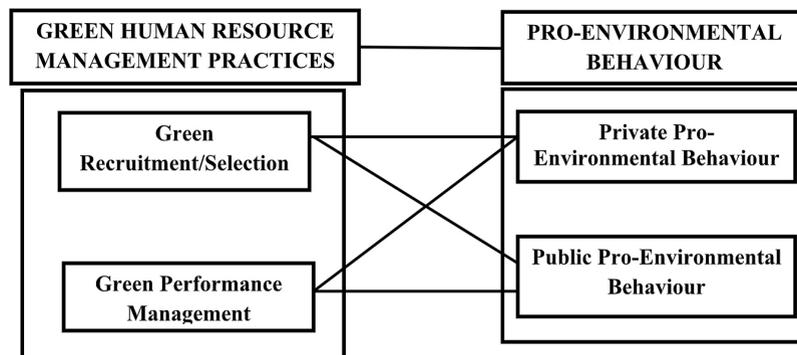


Fig. 1: Operational Framework showing the relationship between GHRMP and pro-environmental behaviour.

Dimensions: ^{2, 7, 8}.

Measures: ^{9, 10}.

Theoretical Framework

Norm Activation Model/Theory

Three elements stimulate behaviour occurrence process. They are individual norms, consequence

awareness and responsibility ascription.⁵ Norm activation theory was described as “one of the theories commonly used to explain pro-environmental behaviour ...” De Groot, and Steg (2009) as quoted in.¹¹ This is sequel to the chain reaction of three elements mentioned earlier for stimulating behaviour

occurrence process – Ascribed Responsibility (AR), Adverse Consequence (AC) and Personal Norm (PN).

Ascribed responsibility was described as a sense of obligation to those consequences that are negative. Adverse consequence was also described as the ability to know the likely negative impact of those actions that are not pro-environmentally. Again, personal norm is an individual moral obligation to transmit out or refraining from transmitting out definite behaviour^{11, 12} added that personal norm is the central construct of the norm activation theory because it is the major determinant of behaviour and that it should be activated before it is found relevant like the use of GHRMP for employment process in an organisation to achieve pro-environmental behaviour.

This theory explains how norm is normally activated and thereby shapes values, attitudes, and beliefs affecting environmentally ethical behaviours through the development of knowledge and skills that enhanced participation in social and ecological matters. If adverse consequences, therefore, increase, ascribed responsibility will likewise increase. These two elements can be described as the set of belief to achieve a particular behaviour. It is process for making decision through which individual personal and social norms facilitate the stimuli of broad value on self-sacrificing and/or supporting behaviour (Schwartz & Howard, 1981:193 as quoted in¹²

Concept of Green Human Resource Management Practices

GHRM was defined by⁴ as the human resource management (HRM) that 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. This is based on the premise that "...environmental reputation is important" EI-Sakka (2018). Renwick, *et al.* (2013) as quoted in Tang, Chen, Jiang, Paille and Jia (2018) affirmed that GHRM reflects HR management married with environmental management. Also, Ahuja (2015) as quoted in¹⁴ described green HR management as the use of HR management policies for supporting the use of resources and actively encouraging

environmentalism.

To protect the environment especially by organisations, the human resource management unit according to Daily and Huang (2001) quoted in¹³ should be doing something concrete by formulating and implementing employment policies that are environmentally friendly. Apart from assisting the organisation in improving the organisation's performance as well as improving the internal manufacturing processes,¹³ GHRM just like HR management could be beneficial directly to external stakeholders, encouraging workers' commitment, and environmental practices involvement, that is, a source of increasing their motivation, pride and belongingness.¹³ added that from GHRMP, organisation will enjoy goodwill, reduction in stakeholders' pressure and in the long run be beneficial to next generations. It was deposited by⁴ that most employees that work in environmental friendly workplace tend to be innovative and that they are problem solving individuals.⁴ went further to assert that the turnover rate of employees working in organisation that are green oriented are usually minimal and are also low cost budget flexible.

Concept of Pro-Environmental Behavior

Employee pro-environmental behaviour (PEB) was described by Bissin-Olson, *et al.* (2013) as quoted in⁶ as the level at which work was being done by employee in an environmentally friendly manner which is most times influenced by employee's volitional choice and supported by the structure put in place by either the society or the organisation.⁵ asserted that pro-environmental behaviour is an effort by individual aimed at reducing the negative effect as a result of destruction of natural phenomenon around us by simply preserving, protecting and improving the environment.⁹ gave a broad definition of PEB as any behaviour that convert available energy and or materials or energy offered by the environment as well as altering the dynamics and or structure of atmosphere or environments.

It was asserted by⁵ that attitudes and behaviours are gotten from education and life experience. When employees are within an organisation that domesticates green process, they are likely to be influenced by their working environment to have environmental friendly behaviour. It was also

asserted in¹⁵ that pro-environmental behaviour could be observed as that pro-social behaviour of people within a particular community, group/team and/or organisation. They went further to stress it that pro-social behaviour ought to have impact that is enduring on the employees' well-being. However, pro-environmental behaviour will be looked at from two angle in reliance on the submission of⁹ and ¹⁰, that is, *private pro-environmental behaviour* – purchasing, using and disposing personal products; and *public pro-environmental behaviour*– policies on pro-environmental, sharing of knowledge on environmental issues and encouragement of people to be involved in pro-environmental activities. It must be noted that when discussing either private or public pro-environmental behaviour, any of those mentioned examples can be the focus.

Green Recruitment/Selection and Private Pro-Environmental Behaviour

An expert in Human Resource (John Sullivan) described green recruitment as commitment to the environment by applicant that may be likely hired by an organisation and the hirer (the organisation) who believe strongly in respecting the environment.⁴ This was referred to by⁸ as “war for talent” and this is because to attract high-quality job seeker to the organisation is a big challenge to human resource department. One of the best ways of reducing the anxiety is by applying a non-stop employment process mostly through online recruitment. This can only be facilitated by constantly updating the human resources part of the organisation.

In¹⁶; Jackson, *et al.* (2011) and others as quoted in,¹³ it was asserted that green recruitment is an essential component in green human resource management practices because employees that value environmental will actively enhance their operational process their (private) environmental knowledge. The issue now is does green recruitment truly enhance private pro-environmental behaviour?

Selection is the second stage in the employment process anywhere which could just be described as weeding exercise of unwanted or unqualified applicants in the employment process. That is, removing those that did not meet the employment requirement and select those that meet up with

the set criteria. Green selection was described by Ullah (2017) as quoted in¹⁷ as candidates hiring based on their attitudes, skill, knowledge, and behaviours in conformity with organisational systems of environmental management. Organisations must not only attract job seekers that have green awareness alone but they should as well select them for employment in the organisation after allowing them to pass through series of environmental related and other fundamental tests so as to be sure about how positive they are on environmental and other fundamental matters.¹³

It has been established in a study reported in⁸ that one of the main predictors of the overall selection attractiveness of any organisation is positive environmental image of the organisation which in turn affect the public pro-environmental behaviour of employees of such organisation. Again, green selection leads to high commitment by the employees selected which could otherwise be referred to as practices which have impact on performance through the creation of organisational commitment environment which will help in the stimulation of employee's private pro-environmental behaviour as well as increasing the competitive advantage of organisation Collins and Smith (2006) as quoted in.¹³ We, therefore, hypothesized it as hypothesis one.

Hypothesis 1

No relationship between green recruitment/selection and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Green Recruitment/Selection and Public Pro-Environmental Behaviour

Recruitment is attracting reliable and best candidate to the organisation for employment purpose. But in the same vein, green recruitment is attracting candidates to work for the organisation with serious consideration of environmental friendliness Jabbour, Santos and Nagano (2008) as quoted in.¹³ A study was said to have been conducted for comparing two corporate social performances and it revealed that firms implementing good environmental policies need to emphasize it during recruitment processes focusing more on the characteristics of the job like remuneration

during interview of candidates. Again, organisations should endeavour to provide details about their environmental policies on their recruitment websites to attract job seekers just like it is commonly done by many organisations in Europe, so that job seekers could make use of the organisation's attributes like using environmental image and reputation in finding clues concerning imminent actions and intents.⁸

Job seekers are also attracted to organisation with green branding that is positive on images and issues relating to environmental friendliness.¹³ But recruiters using green recruitment should evaluate based on green principles to give a sense of public pro-environmental behaviour after recruitment. Environmental inclined management might possess competitive advantage in hiring potentially high-performing employees.⁸ Chartered Institute of Personnel and Development (CIPD) in 2007 as quoted in⁸ opined that high performing graduates of tertiary institutions will decide to work in an organisation after looking at the reputation and performance environmentally. Obaid and Alias (2015) as quoted in¹⁸ where it was revealed that recruiting staff with green oriented is a direfeature to promote green HM practices that enhance innovative behaviors not leaving right attitude. By right attitude, they are referring to public PEB. Employees PEB depends strongly on employing staff that may be willing to engage in activities of environmental management which require awareness and knowledge of employees hired.⁸

In addition to the normal selection criteria, green selection requires selection of environmental friendly job seekers Arulrajah.¹⁹ This is done by considering the environmental interest and concern of the candidates as part of the criteria for selecting them. Authors like Wehrmeyer (1996) and Revill (2000) as quoted in¹⁹ opined that as candidates are being interviewed or evaluated them for selection, question relating to environment should be asked by the firm's recruiters.

It was asserted in¹⁷ that upon the completion of recruitment process, those candidates selected should be availed with green orientation programme covering organisational commitment and environmental sustainability information that will

enhance their public pro-environmental behaviour to the organisation and the other stakeholders. We again, need to examine authenticity of this assumption in this study, thus we have the second hypothesis.

Research Hypothesis 2

There is no relationship between green recruitment/ selection and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Green Performance Management GPM and Private Pro-Environmental Behaviour (PEB)

PM was described by¹⁶ as the process employees are compelled to improve their professional skills that assist in achieving the corporate aims and intentions. But Jabbour, *et al.* (2008) as quoted in¹³ described GPM as the evaluating method of events of an organisation staffs' performance in terms of green and other fundamental focus. In addition, green performance management will be tailored towards green target and green initiatives that will achieve environmental friendly result.²⁰ opined that "one of the initial important steps that can be taken by HR towards the development of a comprehensive green approach is persuading managers towards adding environment related goals to the job descriptions and job goals of employees". Renwick, Redman and Maguire (2013) as quoted in¹³ argued that negative measures could be used to have a check on the individual employee green performance and definitely, the senegative measures will have impact on the private pro-environmental behaviour of the employee by striving towards green goals in the future endeavours. Though,² argued that such adverse methods do not have effect on their private pro-environmental behaviour.

It was also contended that performance is always shaped by contextual factors and that employee/ staff green behaviour (EGB) performance is influenced by personal factors.²¹ The sole aim of green performance management which starts with appraisal is strictly to evaluate each employee's performance pointing to the fact that the evaluation will be directed towards each employee's private pro-environmental behaviour. To be sure of these assertions, we came up with another hypothesis.

Research Hypothesis 3

There is no relationship amongst green performance management and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Green Performance Management (GPM) and Public Pro-Environmental Behaviour

Green performance could as well be referred to as green performance appraisal though appraisal is an integral part of performance management.¹⁶ opined that the most vital aspect of green performance management is appraisal of performance. Appraisal of performance require setting green standard and Milliman and Clair (1996) as cited in¹³ emphasized that green standard setting translate into environmental objectives action plans used for subsequent effective compensation and reward of employees. This is by ensuring that employees reduce carbon emissions, involve in environmental concern communication and environmental responsibility.

Furthermore, apart from achieving reliability, fairness and possibly, validity, proper performance appraisals give employees necessary feedback which in turn enhances pro-environmental behaviour of employees.¹⁴ maintained that to motivate employees at all levels directing attention at the organisation's green strategy, there must be scheme for green reward.

Apart from tangible benefits highlighted by Ahmad (2015) as cited in²¹ resulting from green performance management, organisations can also be proactive by opting for ISO 14001 certification track if they are sure and convinced of their employees' public pro-environmental behaviour. Again,⁸ asserted that transformational leadership behaviours positively encourage the public pro-environmental behaviour. To ascertain the credibility of these assertions, we came up with another hypothesis.

Research Hypothesis 4

There is no relationship between green performance management and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Method

Population studied includes all knowledge workers in all incorporated private organisations in Ogun

State, Nigeria. But for convenience and accessibility especially in this COVID-19 pandemic period, few private organisations that could be assessed electronically were selected. This study made use of e-survey research design with administration of questionnaire on the knowledge workers of some selected organisations within Ogun State, Nigeria and they are Nestle Flower-gate Factory, Sagamu; Nigerian Breweries PLC, Ijebu-Ode plant; Rite-Foods Limited, Ijebu-Ode plant; Sonia Foods Industries Limited, Ibafo; Intercontinental Breweries PLC, Sagamu; and Coleman Wires and Cables Limited, Sagamu.

The use of e-survey was made possible by identifying a reliable source within each of the organisations and sending the questionnaire to their email address for forwarding to at least twenty-five (25) knowledge-workers in their respective organisation. This necessitated the use of Random sampling method in administering the research instrument in those selected organisations. The administered questionnaire were more than one hundred and fifty (150) copies administered electronically, though, the first reliable set of one hundred and fifty (150) received were worked with and again, there is no need in determining the sample size as the target population can be covered by the researchers. E-survey method of questionnaire administration is proposed for this study because of the COVID-19 pandemic instead of one-on-one (physical contact) method based on national order of social distance. The statement items on green recruitment/selection and green performance was adapted from¹³ and statement items on private and public pro-environmental behaviour were adapted from¹⁰

Pearson Product Moment Correlation (PPMC) used in testing the hypotheses. PPMC analysis is for determining the relationship existing among the study variables. This is simply to determine if there is any relationship – positive or negative and the capability of such relationship. PPMC was used basically to determine the strength or level of linear association or rather, association among the predictor and criterion variables if there exist any positive, negative or no linear association among the variables. PPMC was also considered for the fact that it can accommodate values from minus one (-1) to plus one (+1).

Hypotheses Testing

Decision Rule

Null hypotheses will be rejected if $p < 0.05$ level of significant and accepted if $p > 0.05$. All hypotheses stated and verified in the null method.

H₀1 Testing

H₀1

There is no relationship between green recruitment/selection GR/S and private pro-environmental

behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

H_A1

There is relationship between green recruitment/selection GR/S and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Table 1: Green Recruitment/Selection and Private Pro-Environmental Behaviour

| | | Correlations | |
|-------------------------------------|---------------------|-----------------------------|-------------------------------------|
| | | Green Recruitment/Selection | Private Pro-Environmental Behaviour |
| Green Recruitment/Selection | Pearson Correlation | 1 | .592** |
| | Sig. (2-tailed) | | .000 |
| | N | 150 | 150 |
| Private Pro-Environmental Behaviour | Pearson Correlation | .592** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 150 | 150 |

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

Source: SPSS Version 25.0 Output, 2021

Table 2: Green Recruitment/Selection and Public Pro-Environmental Behaviour

| | | Correlations | |
|------------------------------------|---------------------|-----------------------------|------------------------------------|
| | | Green Recruitment/Selection | Public Pro-Environmental Behaviour |
| Green Recruitment/Selection | Pearson Correlation | 1 | .277** |
| | Sig. (2-tailed) | | .000 |
| | N | 150 | 150 |
| Public Pro-Environmental Behaviour | Pearson Correlation | .277** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 150 | 150 |

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

Source: SPSS Version 25.0 Output, 2021

Table 1 analysis result established $p < 0.05$ ($0.000 < 0.05$) significant level, this pointed out that significant relationship exist between green

recruitment/selection and private pro-environmental behaviour. $r = 0.592$ shows positive relationship between green recruitment/selection and private

pro-environmental behaviour. This indicates that private pro-environmental behaviour will increase once there is an increase in green recruitment/selection. Null hypothesis is rejected and alternate hypothesis accepted; that *there is a relationship amongst green recruitment/selection and private pro-environmental behaviour of knowledge workers in selected manufacturing organisations in Ogun State, Nigeria.*

H₀2 Testing

H₀2

There is no relationship between green recruitment/selection and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

H_A2

There is relationship between green recruitment/selection and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Table 2 analysis result reveals $p < 0.05$ ($0.000 < 0.05$) level of significant, that is, relationship

exist between green recruitment selection and public pro-environmental behaviour. $r = 0.227$ implies positive relationship existing between recruitment/selection and public pro-environmental behaviour. Hence, null hypothesis is rejected and accepts alternate hypothesis that *significant relationship exist amongst green recruitment selection and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.*

H₀3 Testing

H₀3

There is no relationship between green performance management and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

H_A3

There is relationship between green performance management and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Table 3: Green Performance Management and Private Pro-Environmental Behaviour

| | | Correlations | |
|-------------------------------------|---------------------|------------------------------|---------------------------|
| | | Green Performance Management | Private Pro-Environmental |
| Green Performance Management | Pearson Correlation | 1 | .464** |
| | Sig. (2-tailed) | | .000 |
| | N | 150 | 150 |
| Private Pro-Environmental Behaviour | Pearson Correlation | .464** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 150 | 150 |

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

Source: SPSS Version 25.0 Output, 2021

Table 3 analysis result implies $p < 0.05$ ($0.000 < 0.05$) level of significant, this denotes significant interconnection amongst green performance management and private pro-environmental behaviour. $r = 0.464$ exposes positive relationship existing amongst green

performance management and private pro-environmental behaviour that indicate that if one variable increases the other variable will increase. Null hypothesis rejected and alternate hypothesis accepted signifying *significant relationship existing between green performance*

management and private pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria

H₀4 Testing

H₀4

There is no relationship between green performance management and public pro-environmental

H_A4

There is relationship between green performance management and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Table 4: Green Performance Management and Public Pro-Environmental Behaviour

| | | Correlations | |
|------------------------------------|---------------------|-------------------------------------|---|
| | | Green Performance Management | Public Pro-Environmental Behaviour |
| Green Performance Management | Pearson Correlation | 1 | .500** |
| | Sig. (2-tailed) | | .000 |
| | N | 150 | 150 |
| Public Pro-Environmental Behaviour | Pearson Correlation | .500** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 150 | 150 |

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

Source: SPSS Version 25.0 Output, 2021

Table 4 analysis result indicates $p < 0.05$ ($0.000 < 0.05$) level of significant suggesting relationship existing between green performance management and public pro-environmental behaviour. $r = 0.500$ signifies positive relationship amongst green performance management and public pro-environmental behaviour. This means that as green performance management increases public pro-environmental behaviour will increase. Hence, null hypothesis rejected and alternate hypothesis accepted showing that significant relationship exist between green performance management and public pro-environmental behaviour of knowledge workers in selected private organisations in Ogun State, Nigeria.

Findings

Green Recruitment/Selection and Private PEB

Hypothesis testing on how green recruitment/selection relates with private pro-environmental behaviour showed that the p-value was 0.000 that is less than 0.05. This connotes that

green recruitment/selection relates with private pro-environmental behaviour among the employees of knowledge workers in selected private organisations in Ogun State, Nigeria. Null hypothesis rejected in accordance with the decision rule and accept the alternate hypothesis. When the green recruitment/selection is high, such enhances employees' private pro-environmental behaviour in the organisation. The correlational value (r) was 0.590. This is indicating that green recruitment/selection has a high positive relationship with private pro-environmental behaviour among knowledge workers in selected private organisations. Furthermore, the coefficient of determination between green recruitment/selection and private pro-environmental behaviour was 0.350. By implication, a unit change in green recruitment/selection will account for 35% total variation in private pro-environmental among the knowledge workers in selected private organisations. Thus, one can assert that higher green recruitment/selection is a contributory factor to higher level of private pro-

environmental behaviour displayed in organisation by the knowledge workers. This finding is in-line with that of¹⁶ Jackson, *et al.* (2011) and others as quoted in¹³ asserted that green recruitment is an essential component in green human resource management practices because employees that value environment will actively enhance their operational process their (private) environmental knowledge. Also, green selection leads to high commitment by the employees selected which could be otherwise referred to as practices which have impact on performance through the creation of organisational commitment environment which will help in the stimulation of employee's private pro-environmental behaviour as well as increasing the competitive advantage of organisation Collins and Smith (2006) as quoted in.¹³

Green Recruitment/Selection and Public PEB

The analysis outcome on how green recruitment/selection relates with public pro-environmental behaviour revealed that there is a substantial relationship between them, given 0.000 p-value and below 0.05 ($p=0.000 < 0.05$) significant level. The hypothesis which was given in null form rejected and accepts the alternate hypothesis. r was .277. This indicates medium relationship existing between green recruitment/selection and public pro-environmental behaviour among knowledge workers of selected private manufacturing organisations in Ogun State, Nigeria. The positive relationship implies that the public pro-environmental behaviour increases when there is an increase in green recruitment/selection. Furthermore, the coefficient of determination (r^2) was 0.077 which denotes that a unit change in green recruitment/selection in selected private organisations will account for up to 7.7% total variation in public pro-environmental behaviour among the knowledge workers. Hence, green recruitment/selection is an essential factor in organisations that help increase public pro-environmental behaviour. This finding concurred with that of Obaid and Alias (2015) as quoted in¹⁸ where it was revealed that recruiting staff with green oriented is a dire feature to promote green HM practices that enhance innovative behaviors not leaving right attitude. By right attitude, they are referring to public pro-environmental behaviour. Furthermore,⁸ opined that one of the main predictors of the overall selection attractiveness of any organisation

is positive environmental image of the organisation which in turn affects the public pro-environmental behaviour of employees of such organisation.

Green Performance Management and Private Pro-Environmental Behaviour

The third hypothesis on how green performance management relates with private pro-environmental behaviour showed that the p-value was 0.000 below 0.05. This connotes that green performance management relates significantly with private pro-environmental behaviour among the knowledge workers in selected private organisations in Ogun State, Nigeria. The null hypothesis accepted in accordance with the decision rule and accepts the alternate hypothesis. r value was 0.464 which points to green performance management having a moderate positive relationship with private pro-environmental behaviour among knowledge workers in selected private organisations. Any rise in GPM will thus result in upsurge in private pro-environmental behaviour. Furthermore, the coefficient of determination between GPM and private PEB was 0.215. By implication, a unit change in green performance management will account for 21.5% total variation in private pro-environmental behaviour among knowledge workers in selected private organisations. Thus, one can assert that higher green performance management is a contributory factor to higher level of private pro-environmental behaviour displayed in organisation. This finding agrees with that of Renwick, Redman and Maguire (2013) as quoted in¹³ argued that negative measures could be used to have a check on the individual employee green performance and definitely, these negative measures will have impact on the private pro-environmental behaviour of the employee by striving towards green goals in the future endeavours.

Green Performance Management and Public Pro-Environmental Behaviour

The findings in the fourth hypothesis revealed that green performance management relates with public pro-environmental behaviour with 0.000 as p-value below 0.05. The correlation value (r) was 0.500 which shows a high level of correlation among green performance management and public pro-environmental behaviour. The positive link implies that the higher green performance management in the selected private organisations,

the more the public pro-environmental behaviour among the knowledge workers. Similarly, the coefficient of determination (r^2) was 0.250. By implication, a unit change in green performance management will result in 25% variation in public pro-environmental behaviour. This study is in tandem with⁸ that asserted that transformational leadership behaviours (talking of green performance management) positively encourage the public pro-environmental behaviour. Also, Ahmad (2015) as quoted in²¹ opined that resulting from green performance management, organisations can also be proactive by opting for ISO 14001 certification tracks if they are sure and convinced of their employees' public pro-environmental behaviour.

Conclusion

Based on the study findings, it is imperative to emphasize that GHRMP are stimulus that can assist in having increased PEB in private organisations in Ogun State and by implication, the entire Nigeria. The study, therefore, align with the submission of⁶ that attitudes and behaviours are gotten from education and life experience. When employees are within an organisation that domesticates green process, they are likely to be influenced by their working environment to have environmental friendly behaviour.

Recommendation

It should be noted that the deadly virus (COVID-19) started in China as confirmed by World Health Organisation (WHO) where there was emphasis on two key policies of developing the economy and protecting the environment after declaration in 2014 by China's President that economic development should be slowed down and "green, low-carbon, and sustainable type of development" should be promoted.¹⁰ If such could happen in such country, then, it is imperative to recommend for all organisations around the globe to embrace pro-environmental behaviour both in private and public domain and as charity, they said begins at home, organisations needs to inculcate environmental friendly policies into their employment process.

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Conflict of Interest

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