



Green human resource management and employee engagement: a study of sustainable practice in public organizations in Nigeria

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ABSTRACT

As the world grapples with the challenges of climate change, environmental degradation, and social inequality, the role of human resource management (HRM) in promoting sustainable development has become increasingly critical. This study explores the intersection of Green HRM and employee engagement in public organizations in Nigeria, shedding light on the complex dynamics that underpin sustainable practice in this context. This research contributes to the burgeoning field of Green HRM, offering a nuanced understanding of the opportunities and obstacles that arise when seeking to integrate sustainability into HRM practice in a developing country context. Ultimately, this study demonstrates that Green HRM has the potential to drive sustainable development in Nigeria, but that its success depends on a fundamental shift in the way that public organizations approach HRM, prioritizing employee engagement, sustainability, and social responsibility. Methodologically, the study used secondary data collection such as textbooks, magazines, newspapers, journals, and periodical reports. From the content analysis, the study found out among that there is a lack of awareness and understanding of Green HRM practices among employees and managers in public organizations in Nigeria. The study also recommends among others that there should be provision of training and development programs to raise awareness and understanding of Green HRM practices among employees and managers in public organizations in Nigeria. The papers thus, conclude that by prioritizing the development of Green HRM practices, public organizations in Nigeria can not only improve employee engagement and motivation, but also contribute to the achievement of sustainable development goals.

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1 | INTRODUCTION

The concept of Green Human Resource Management (GHRM) has gained significant attention in recent years, particularly in the context of sustainable development and environmental protection (Renwick et al., 2013; Jabbour & Santos, 2008). GHRM involves the integration of environmental management principles into human resource management practices, with the aim of promoting sustainable development and reducing the environmental impact of organizational operations (Ehnert, 2009; Guerci et al., 2016). In the context of public organizations in Nigeria, the adoption of GHRM practices is crucial for promoting sustainable development and addressing the country's environmental challenges (Adeyeye, 2018). Employee engagement is a critical component of GHRM, as it involves the active participation of employees in environmental sustainability initiatives (Benn et al., 2014; Hopkins, 2017). Employee engagement is defined as the emotional, cognitive, and behavioral state of being fully involved and committed to one's work (Kahn, 1990; Richman, 2006). In the context of GHRM, employee engagement involves the active participation of employees in environmental sustainability initiatives, such as reducing energy consumption, conserving water, and reducing waste (Benn et al., 2014; Hopkins, 2017). Public organizations in Nigeria face significant environmental challenges, including pollution, deforestation, and climate change (Adeyeye, 2018). The adoption of GHRM practices is crucial for addressing these challenges and promoting sustainable development (Ehnert, 2009; Guerci et al., 2016). However, the adoption of GHRM practices in public organizations in Nigeria is still in its infancy, and there is a need for further research on the topic (Adeyeye, 2018). Several studies have investigated the relationship between GHRM and employee engagement in various contexts (Benn et al., 2014; Hopkins, 2017; Renwick et al., 2013). However, there is a need for further research on the topic in the context of public organizations in Nigeria (Adeyeye, 2018). This study aims to investigate the relationship between GHRM and employee engagement in public organizations in Nigeria, with a focus on sustainable practices.

The concept of sustainability is central to GHRM, and involves the adoption of practices that promote environmental protection, social responsibility, and economic viability (Ehnert, 2009; Guerci et al., 2016). In

the context of public organizations in Nigeria, sustainability is critical for addressing the country's environmental challenges and promoting sustainable development (Adeyeye, 2018). Employee engagement is critical for the success of GHRM initiatives, as it involves the active participation of employees in environmental sustainability initiatives (Benn et al., 2014; Hopkins, 2017). Employee engagement can be fostered through various mechanisms, including training and development programs, communication, and leadership (Kahn, 1990; Richman, 2006).

The study of GHRM and employee engagement in public organizations in Nigeria is significant because it can provide insights into the adoption of GHRM practices in these organizations (Adeyeye, 2018). Public organizations in Nigeria play a critical role in promoting sustainable development and addressing environmental challenges (Adeyeye, 2018). The adoption of GHRM practices in these organizations can lead to improved organizational performance, reduced environmental impact, and enhanced employee engagement (Benn et al., 2014; Hopkins, 2017). Research on GHRM and employee engagement in public organizations in Nigeria can provide valuable insights into the challenges and opportunities associated with the adoption of GHRM practices in these organizations. The study of GHRM and employee engagement in public organizations in Nigeria is a vital area of research that can provide insights into the adoption of GHRM practices in these organizations (Adeyeye, 2018). The adoption of GHRM practices is crucial for promoting sustainable development and addressing environmental challenges in Nigeria (Ehnert, 2009; Guerci et al., 2016). Research on GHRM and employee engagement in public organizations in Nigeria can provide valuable insights into the challenges and opportunities associated with the adoption of GHRM practices in these organizations, and can inform the development of effective strategies for promoting sustainable development and addressing environmental challenges in Nigeria.

1.1 | Statement of problem

The integration of Green Human Resource Management (GHRM) practices in public organizations in Nigeria is a relatively new concept, and as such, it poses several challenges (Adeyeye, 2018). One of the major challenges is the lack of awareness and understanding of GHRM practices among employees and managers in public organizations (Benn et al., 2014). This lack

of awareness can lead to resistance to change and a lack of commitment to GHRM practices. Another challenge facing the adoption of GHRM practices in public organizations in Nigeria is the limited availability of resources (Ehnert, 2009). Public organizations in Nigeria often have limited financial resources, which can make it difficult to invest in GHRM practices such as training and development programs, and the implementation of sustainable technologies. The lack of infrastructure and technology is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Guerci et al., 2016). Many public organizations in Nigeria lack the necessary infrastructure and technology to support GHRM practices, such as renewable energy systems, and green buildings. The cultural and social context of Nigeria also poses a challenge to the adoption of GHRM practices in public organizations (Hopper et al., 2016). Nigeria is a culturally diverse country with a strong emphasis on traditional practices, which can sometimes conflict with the principles of GHRM.

Lack of government support and policies is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Adeyeye, 2018). The Nigerian government has not yet developed policies and regulations that support the adoption of GHRM practices in public organizations. The resistance to change from employees and managers is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Benn et al., 2014). Many employees and managers in public organizations in Nigeria may resist the adoption of GHRM practices due to a lack of understanding of the benefits of these practices. Lack of training and development programs is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Ehnert, 2009). Many employees and managers in public organizations in Nigeria lack the necessary skills and knowledge to implement GHRM practices. Lack of leadership commitment is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Guerci et al., 2016). Leadership commitment is essential for the successful adoption of GHRM practices, but many leaders in public organizations in Nigeria may not be committed to these practices. Lack of employee engagement is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Hopper et al., 2016). Employee engagement is essential for the successful adoption of GHRM practices, but many employees in public organizations in Nigeria may not be engaged in these practices.

Lack of communication is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Adeyeye, 2018). Communication is essential for the successful adoption of GHRM practices, but many public organizations in Nigeria may not have effective communication systems in place. Lack of stakeholder support is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Ehnert, 2009). Stakeholder support is essential for the successful adoption of GHRM practices, but many stakeholders in Nigeria may not be supportive of these practices. Lack of funding is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Guerci et al., 2016). Funding is essential for the successful adoption of GHRM practices, but many public organizations in Nigeria may not have the necessary funding to support these practices. Lack of technology is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Hopper et al., 2016). Technology is essential for the successful adoption of GHRM practices, but many public organizations in Nigeria may not have the necessary technology to support these practices. Lack of expertise is another challenge facing the adoption of GHRM practices in public organizations in Nigeria (Adeyeye, 2018). Expertise is essential for the successful adoption of GHRM practices, but many public organizations in Nigeria may not have the necessary expertise to support these practices.

1.2 | Research questions

- To what extent do Green HRM practices influence employee engagement in public organizations in Nigeria?
- What are the challenges faced by public organizations in Nigeria in implementing Green HRM practices?
- How can Green HRM practices be integrated into the HRM functions of public organizations in Nigeria to promote employee engagement?

1.3 | Objectives of the study

The broad objective of this study is to assess Green HRM and Employee Engagement: A Study of Sustainable Practice in Public Organizations in Nigeria. While the specific objectives are as follows:

- To examine the relationship between Green HRM practices and employee engagement in public organizations in Nigeria.
- To identify the challenges faced by public organizations in Nigeria in implementing Green HRM practices.
- To develop a framework for integrating Green HRM practices into the HRM functions of public organizations in Nigeria to promote employee engagement.

1.4 | Hypotheses

- There is a significant positive relationship between Green HRM practices and employee engagement in public organizations in Nigeria.
- There are challenges faced by public organizations in Nigeria in implementing Green HRM practices.
- The integration of Green HRM practices into the HRM functions of public organizations in Nigeria leads to improved employee engagement and organizational performance.

2 | LITERATURE REVIEW

2.1 | The Concept of Green HRM

Green Human Resource Management (GHRM) is an emerging field of study that focuses on the intersection of human resource management and environmental sustainability (Renwick et al., 2013; Jabbour & Santos, 2008). GHRM involves the integration of environmental management principles into human resource management practices, with the aim of promoting sustainable development and reducing the environmental impact of organizational operations (Ehnert, 2009; Guerci et al., 2016). GHRM is based on the idea that human resource management practices can play a critical role in promoting environmental sustainability and reducing the environmental impact of organizational operations (Benn et al., 2014; Hopkins, 2017). This involves the development of HRM practices that promote environmental awareness, encourage environmentally friendly behaviors, and support the implementation of environmental sustainability initiatives (Guerci et al., 2016). One of the key principles of GHRM is the idea of "greening" the workforce, which involves the development of environmental awareness and skills among employees (Ehnert, 2009). This can be achieved through training and development programs, performance management systems, and reward and recognition schemes that promote environmental sustainability (Benn et al., 2014). GHRM also involves the integration of environmental sustainability into HRM functions such as recruitment, selection, and talent management (Guerci et al., 2016). This involves the development of job descriptions and person specifications that include environmental sustainability competencies, and the use of environmental sustainability criteria in the selection and recruitment of employees (Hopkins, 2017). Another key principle of GHRM is the idea of promoting environmentally friendly behaviors among employees (Benn et al., 2014). This can be achieved through the development of environmental sustainability policies and procedures, and the provision of incentives and rewards for employees who exhibit environmentally friendly behaviors (Guerci et al., 2016).

GHRM also involves the development of performance management systems that promote environmental sustainability (Ehnert, 2009). This involves the development of key performance indicators (KPIs) that measure environmental sustainability performance, and the use of performance management systems to monitor and evaluate environmental sustainability performance (Benn et al., 2014). The benefits of GHRM are numerous, and include improved environmental sustainability performance, enhanced reputation and brand image, and increased employee engagement and motivation (Guerci et al., 2016; Hopkins, 2017). GHRM can also help organizations to reduce their environmental impact, improve their energy efficiency, and reduce their waste management costs (Benn et al., 2014). Despite the benefits of GHRM, there are also several challenges associated with its implementation (Ehnert, 2009). These challenges include the lack of environmental awareness and skills among employees, the lack of resources and infrastructure to support GHRM, and the lack of leadership commitment to environmental sustainability (Guerci et al., 2016). To overcome these challenges, organizations need to develop a strategic approach to GHRM that involves the integration of environmental sustainability into HRM practices and functions (Benn et al., 2014). This involves the development of environmental sustainability policies and procedures, the provision of training and development programs, and the use of performance management systems to monitor and evaluate environmental sustainability performance (Hopkins, 2017).

GHRM is a relatively new field of study, and as such, there is a need for further research on the topic (Renwick et al., 2013). Future research should focus on the development of GHRM frameworks and models, the investigation of the relationship between GHRM and environmental sustainability performance, and the examination of the challenges and benefits associated with the implementation of GHRM (Guerci et al., 2016). GHRM is an emerging field of study that involves the integration of environmental sustainability into HRM practices and functions (Ehnert, 2009). GHRM has numerous benefits, including improved environmental sustainability performance, enhanced reputation and brand image, and increased employee engagement and motivation (Guerci et al., 2016; Hopkins, 2017).

2.2 | Employee engagement

Employee engagement is a critical component of organizational success, as it involves the emotional, cognitive, and behavioral state of being fully involved and committed to one's work (Kahn, 1990; Richman, 2006). Engaged employees are more productive, efficient, and effective in their jobs, and are more likely to contribute to organizational success (Harter et al., 2002; Schneider et al., 2009). Employee engagement is influenced by a range of factors, including job design, leadership, communication, and organizational culture (Bakker & Demerouti, 2007; Christian et al., 2011). Employees who are given autonomy, variety, and opportunities for growth and development are more likely to be engaged in their work (Hackman & Oldham, 1976). Leadership plays a critical role in employee engagement, as leaders who are supportive, empowering, and communicative can foster a positive work environment and encourage employee engagement (Bass, 1985; Avolio et al., 2004). Leaders who prioritize employee well-being, provide opportunities for growth and development, and recognize and reward employee contributions can also enhance employee engagement (Eisenberger et al., 1986). Communication is also essential for employee engagement, as employees who are informed, involved, and empowered are more likely to be engaged in their work (Towers Perrin, 2003; Welch, 2011). Organizations that communicate effectively with their employees, provide regular feedback, and encourage open communication can foster a positive work environment and enhance employee engagement. Organizational culture also plays a critical role in employee engagement, as a positive and supportive culture can foster a sense of community, belonging, and commitment among employees (Deal & Kennedy, 1982; Denison, 1990). Organizations that prioritize employee well-being, provide opportunities for growth and development, and recognize and reward employee contributions can create a positive and supportive culture that enhances employee engagement.

Employee engagement is also influenced by job design, as employees who are given autonomy, variety, and opportunities for growth and development are more likely to be engaged in their work (Hackman & Oldham, 1976). Jobs that are designed to be challenging, meaningful, and rewarding can foster a sense of purpose and commitment among employees, and enhance employee engagement. The benefits of employee engagement are numerous, and include improved productivity, efficiency, and effectiveness, as well as enhanced job satisfaction, organizational commitment, and employee well-being (Harter et al., 2002; Schneider et al., 2009). Employee engagement can also lead to improved customer satisfaction, increased innovation and creativity, and enhanced organizational reputation and brand image (Gallup, 2013). Despite the benefits of employee engagement, many organizations struggle to engage their employees, and employee engagement levels remain low in many countries (Gallup, 2013). The causes of low employee engagement are complex and multifaceted, and include factors such as poor leadership, inadequate communication, and lack of opportunities for growth and development.

To enhance employee engagement, organizations need to develop a strategic approach that involves leadership, communication, job design, and organizational culture (Bakker & Demerouti, 2007; Christian et al., 2011). This approach should prioritize employee well-being, provide opportunities for growth and development, and recognize and reward employee contributions. Organizations should also invest in employee training and development programs, provide regular feedback and coaching, and encourage open communication and employee involvement (Eisenberger et al., 1986). By doing so, organizations can create a positive and supportive work environment that fosters employee engagement and enhances organizational success. Employee engagement is a critical component of organizational success, and organizations that prioritize employee engagement are more likely to achieve their goals and objectives (Harter et al., 2002; Schneider et al., 2009). By developing a strategic approach to employee engagement, organizations can enhance employee engagement, improve productivity and efficiency, and achieve sustained organizational success.

Employee engagement is a critical component of organizational success, and organizations that prioritize employee engagement are more likely to achieve their goals and objectives (Harter et al., 2002; Schneider et al., 2009). By developing a strategic approach to employee engagement, organizations can enhance employee engagement, improve productivity and efficiency, and achieve sustained organizational success. Employee engagement is a complex and multifaceted construct, and there is no one-size-fits-all approach to enhancing employee engagement (Bakker & Demerouti, 2007; Christian et al., 2011). However, by prioritizing employee well-being, providing opportunities for growth and development, and recognizing and rewarding employee contributions, organizations can create a positive and supportive work environment that fosters employee engagement and enhances organizational success.

2.3 | Theoretical framework

One theoretical framework that can be applied to the study of Green HRM and employee engagement in public organizations in Nigeria is the Social Exchange Theory (SET). SET posits that employees form relationships with their organizations based on the exchange of resources, such as time, effort, and loyalty, for rewards, such as pay, benefits, and recognition (Emerson, 1976; Blau, 1964). In the context of Green HRM, SET suggests that employees who perceive their organization as committed to environmental sustainability are more likely to engage in environmentally friendly behaviors and experience higher levels of employee engagement (Bingham et al., 2019; Jabbour & Santos, 2008). Recent studies have applied SET to the study of Green HRM and employee engagement, with findings suggesting that employees who perceive their organization as committed to environmental sustainability are more likely to experience higher levels of employee engagement (Bingham et al., 2019; Renwick et al., 2013). For example, a study by Bingham et al. (2019) found that employees who perceived their organization as committed to environmental sustainability were more likely to engage in environmentally friendly behaviors and experience higher levels of employee engagement. Similarly, a study by Renwick et al. (2013) found that employees who perceived their organization as committed to environmental sustainability were more likely to experience higher levels of employee engagement and organizational commitment. In the context of public organizations in Nigeria, SET can be applied to understand the relationship between Green HRM and employee engagement. For example, public organizations in Nigeria that implement Green HRM practices, such as energy-efficient lighting and waste reduction programs, may be perceived by employees as committed to environmental sustainability. This perception can lead to increased employee engagement, as employees feel that their organization is committed to a higher purpose (Bingham et al., 2019; Jabbour & Santos, 2008). Overall, SET provides a useful framework for understanding the relationship between Green HRM and employee engagement in public organizations in Nigeria. By applying SET, researchers can gain insights into the ways in which Green HRM practices influence employee engagement and organizational commitment, and develop strategies for promoting sustainable practices and enhancing employee engagement in public organizations in Nigeria (Bingham et al., 2019; Renwick et al., 2013).

2.4 | Gap in literature

Despite the growing body of research on Green HRM and employee engagement, there is a significant gap in the literature on the specific context of public organizations in Nigeria. While there have been studies on Green HRM and employee engagement in various contexts, including private sector organizations and Western countries, there is a lack of research on the application of Green HRM practices in public organizations in Nigeria. This gap in the literature highlights the need for research that explores the challenges and opportunities of implementing Green HRM practices in public organizations in Nigeria. Another gap in the literature is the lack of empirical studies that examine the relationship between Green HRM practices and employee engagement in public organizations in Nigeria. While there have been theoretical studies that propose frameworks for understanding the relationship between Green HRM and employee engagement, there is a need for empirical studies that test these frameworks in the context of public organizations in Nigeria. This gap in the literature highlights the need for research that provides empirical evidence on the effectiveness of Green HRM practices in promoting employee engagement in public organizations in Nigeria. Finally, there is a gap in the literature on the role of cultural and institutional factors in shaping the adoption and implementation of Green HRM practices in public organizations in Nigeria. While there have been studies on the cultural and institutional factors that influence HRM practices in Nigeria, there is a lack of research on how these factors specifically influence the adoption and implementation of Green HRM practices. This gap in the literature highlights the need for research that explores the cultural and institutional factors that shape the adoption and implementation of Green HRM practices in public organizations in Nigeria.

3 | DISCUSSION

Hypothesis One

The relationship between Green HRM practices and employee engagement has been a topic of interest in recent years, with many studies exploring the impact of Green HRM on employee engagement in various contexts (Benn et al., 2014; Jabbour & Santos, 2008). However, there is a dearth of research on the specific context of public organizations in Nigeria, which makes this study a significant contribution to the literature. Green HRM practices refer to the integration of environmental sustainability into human resource management practices, with the aim of promoting sustainable development and reducing the environmental impact of organizational operations (Ehnert, 2009; Guerri et al., 2016). Employee engagement, on the other hand, refers to the emotional, cognitive, and

behavioral state of being fully involved and committed to one's work (Kahn, 1990; Richman, 2006). Research has shown that Green HRM practices can have a positive impact on employee engagement, as employees who perceive their organization as committed to environmental sustainability are more likely to experience higher levels of employee engagement (Bingham et al., 2019; Renwick et al., 2013). This is because Green HRM practices can foster a sense of purpose and meaning among employees, which can lead to increased motivation and commitment to their work. In the context of public organizations in Nigeria, the implementation of Green HRM practices can be particularly challenging due to the limited resources and infrastructure available (Adeyeye, 2018). However, despite these challenges, there is evidence to suggest that Green HRM practices can have a positive impact on employee engagement in public organizations in Nigeria. A study by Adeyeye (2018) found that public organizations in Nigeria that implemented Green HRM practices experienced higher levels of employee engagement and organizational commitment. This study suggests that Green HRM practices can be an effective way to promote employee engagement and organizational commitment in public organizations in Nigeria. Another study by Bingham et al. (2019) found that employees who perceived their organization as committed to environmental sustainability were more likely to experience higher levels of employee engagement. This study suggests that Green HRM practices can foster a sense of purpose and meaning among employees, which can lead to increased motivation and commitment to their work.

Research has also shown that Green HRM practices can have a positive impact on employee well-being, which can in turn lead to increased employee engagement (Ehnert, 2009; Guerci et al., 2016). This is because Green HRM practices can promote a healthy and sustainable work environment, which can lead to improved employee well-being and increased employee engagement. In addition, Green HRM practices can also promote a sense of community and social responsibility among employees, which can lead to increased employee engagement and organizational commitment (Benn et al., 2014; Jabbour & Santos, 2008). This is because Green HRM practices can foster a sense of shared purpose and meaning among employees, which can lead to increased motivation and commitment to their work. Furthermore, research has shown that Green HRM practices can also have a positive impact on organizational performance, which can in turn lead to increased employee engagement (Renwick et al., 2013). This is because Green HRM practices can promote a culture of sustainability and environmental responsibility, which can lead to improved organizational performance and increased employee engagement. In addition, public organizations in Nigeria should also prioritize the development of a culture of sustainability and environmental responsibility, which can foster a sense of shared purpose and meaning among employees (Ehnert, 2009; Guerci et al., 2016). This can be achieved through the implementation of Green HRM practices such as energy-efficient lighting and waste reduction programs, as well as the promotion of environmentally friendly behaviors among employees. Moreover, research has shown that leadership commitment is critical to the successful implementation of Green HRM practices in public organizations (Bingham et al., 2019). Leaders who prioritize environmental sustainability and promote a culture of sustainability and environmental responsibility can foster a sense of purpose and meaning among employees. The above discussion supports the first hypothesis which says that there is a significant positive relationship between Green HRM practices and employee engagement in public organizations in Nigeria.

Hypothesis two

The implementation of Green HRM practices in public organizations in Nigeria is a complex and challenging task. One of the major challenges is the lack of awareness and understanding of Green HRM practices among employees and managers in public organizations (Adeyeye, 2018). This lack of awareness can lead to resistance to change and a lack of commitment to Green HRM practices. Another challenge facing the implementation of Green HRM practices in public organizations in Nigeria is the limited availability of resources (Ehnert, 2009). Public organizations in Nigeria often have limited financial resources, which can make it difficult to invest in Green HRM practices such as training and development programs, and the implementation of sustainable technologies. The lack of infrastructure and technology is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Guerci et al., 2016). Many public organizations in Nigeria lack the necessary infrastructure and technology to support Green HRM practices, such as renewable energy systems, and green buildings. The cultural and social context of Nigeria also poses a challenge to the implementation of Green HRM practices in public organizations (Hopper et al., 2016). Nigeria is a culturally diverse country with a strong emphasis on traditional practices, which can sometimes conflict with the principles of Green HRM. The lack of government support and policies is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Adeyeye, 2018). The Nigerian government has not yet developed policies and regulations that support the adoption of Green HRM practices in public organizations. The resistance to change from employees and managers is another challenge facing the implementation of

Green HRM practices in public organizations in Nigeria (Benn et al., 2014). Many employees and managers in public organizations in Nigeria may resist the adoption of Green HRM practices due to a lack of understanding of the benefits of these practices. The lack of training and development programs is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Ehnert, 2009). Many employees and managers in public organizations in Nigeria lack the necessary skills and knowledge to implement Green HRM practices.

The lack of leadership commitment is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Guerci et al., 2016). Leadership commitment is essential for the successful implementation of Green HRM practices, but many leaders in public organizations in Nigeria may not be committed to these practices. The lack of employee engagement is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Hopper et al., 2016). Employee engagement is essential for the successful implementation of Green HRM practices, but many employees in public organizations in Nigeria may not be engaged in these practices. The lack of communication is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Adeyeye, 2018). Communication is essential for the successful implementation of Green HRM practices, but many public organizations in Nigeria may not have effective communication systems in place. The lack of metrics and benchmarks is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Benn et al., 2014). Metrics and benchmarks are essential for measuring the success of Green HRM practices, but many public organizations in Nigeria may not have these metrics and benchmarks in place. The lack of stakeholder support is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Ehnert, 2009). Stakeholder support is essential for the successful implementation of Green HRM practices, but many stakeholders in Nigeria may not be supportive of these practices.

The lack of funding is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Guerci et al., 2016). Funding is essential for the successful implementation of Green HRM practices, but many public organizations in Nigeria may not have the necessary funding to support these practices. The lack of technology is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Hopper et al., 2016). Technology is essential for the successful implementation of Green HRM practices, but many public organizations in Nigeria may not have the necessary technology to support these practices. The lack of expertise is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Adeyeye, 2018). Expertise is essential for the successful implementation of Green HRM practices, but many public organizations in Nigeria may not have the necessary expertise to support these practices. The lack of coordination is another challenge facing the implementation of Green HRM practices in public organizations in Nigeria (Benn et al., 2014). Coordination is essential for the successful implementation of Green HRM practices, but many public organizations in Nigeria may not have the necessary coordination to support these practices. From the discussion above, we accept the second hypothesis which says that there are challenges of implementing Green HRM practices in public organizations in Nigeria.

Hypothesis Three

The integration of Green HRM practices into the HRM functions of public organizations in Nigeria has been identified as a key strategy for improving employee engagement and organizational performance (Adeyeye, 2018). Green HRM practices involve the integration of environmental sustainability into human resource management practices, with the aim of promoting sustainable development and reducing the environmental impact of organizational operations (Ehnert, 2009). Research has shown that the integration of Green HRM practices into the HRM functions of public organizations can lead to improved employee engagement (Benn et al., 2014). Employee engagement is a critical factor in organizational performance, as engaged employees are more productive, efficient, and effective in their jobs (Harter et al., 2002). The integration of Green HRM practices into the HRM functions of public organizations in Nigeria can also lead to improved organizational performance (Guerci et al., 2016). Organizational performance is critical to the success of public organizations, as it enables them to achieve their goals and objectives (Kaplan & Norton, 1992). One of the ways in which the integration of Green HRM practices into the HRM functions of public organizations in Nigeria can lead to improved employee engagement is by promoting a sense of purpose and meaning among employees (Ehnert, 2009). When employees feel that their work is contributing to a higher purpose, they are more likely to be engaged and motivated (Hackman & Oldham, 1976). Another way in which the integration of Green HRM practices into the HRM functions of public organizations in Nigeria can lead to improved employee engagement is by promoting a positive work environment (Benn et al., 2014). When employees feel that

their work environment is positive and supportive, they are more likely to be engaged and motivated (Harter et al., 2002).

The integration of Green HRM practices into the HRM functions of public organizations in Nigeria can also lead to improved organizational performance by promoting innovation and creativity (Guerci et al., 2016). When employees are encouraged to think creatively and develop innovative solutions, they are more likely to contribute to organizational performance (Amabile, 1988). In addition, the integration of Green HRM practices into the HRM functions of public organizations in Nigeria can lead to improved organizational performance by promoting employee well-being (Ehnert, 2009). When employees feel that their well-being is being promoted, they are more likely to be engaged and motivated, which can contribute to organizational performance (Harter et al., 2002). The integration of Green HRM practices into the HRM functions of public organizations in Nigeria can also lead to improved organizational performance by promoting social responsibility (Benn et al., 2014). When employees feel that their organization is socially responsible, they are more likely to be engaged and motivated, which can contribute to organizational performance (Turker, 2009). Furthermore, the integration of Green HRM practices into the HRM functions of public organizations in Nigeria can lead to improved organizational performance by promoting environmental sustainability (Guerci et al., 2016). When employees feel that their organization is committed to environmental sustainability, they are more likely to be engaged and motivated, which can contribute to organizational performance (Ehnert, 2009). The integration of Green HRM practices into the HRM functions of public organizations in Nigeria can also lead to improved organizational performance by promoting employee retention (Benn et al., 2014). When employees feel that their organization is committed to environmental sustainability, they are more likely to be retained, which can contribute to organizational performance (Harter et al., 2002).

In addition, the integration of Green HRM practices into the HRM functions of public organizations in Nigeria can lead to improved organizational performance by promoting employee development (Ehnert, 2009). When employees feel that their organization is committed to their development, they are more likely to be engaged and motivated, which can contribute to organizational performance (Hackman & Oldham, 1976). The integration of Green HRM practices into the HRM functions of public organizations in Nigeria can also lead to improved organizational performance by promoting diversity and inclusion (Guerci et al., 2016). When employees feel that their organization is committed to diversity and inclusion, they are more likely to be engaged and motivated, which can contribute to organizational performance (Cox & Blake, 1991). Furthermore, the integration of Green HRM practices into the HRM functions of public organizations in Nigeria can lead to improved organizational performance by promoting employee empowerment (Benn et al., 2014). When employees feel that they are empowered to make decisions and take actions, they are more likely to be engaged and motivated, which can contribute to organizational performance (Hackman & Oldham, 1976). The integration of Green HRM practices into the HRM functions of public organizations in Nigeria can also lead to improved organizational performance by promoting employee recognition and rewards (Ehnert, 2009). From the analysis above, we accept the third hypothesis which says that the integration of Green HRM practices into the HRM functions of public organizations in Nigeria leads to improved employee engagement and organizational performance.

4 | FINDINGS

- There is a lack of awareness and understanding of Green HRM practices among employees and managers in public organizations in Nigeria.
- Public organizations in Nigeria face challenges in implementing Green HRM practices due to limited financial and technological resources.
- Public organizations in Nigeria often have a poor organizational culture that hinders the implementation of Green HRM practices.
- Employees in public organizations in Nigeria often have low levels of engagement, which hinders the implementation of Green HRM practices.
- There is a lack of leadership commitment to Green HRM practices in public organizations in Nigeria.
- There is inadequate communication about Green HRM practices in public organizations in Nigeria.
- Employees in public organizations in Nigeria often have limited opportunities to participate in Green HRM practices.
- There is a lack of metrics and benchmarks to measure the effectiveness of Green HRM practices in public organizations in Nigeria.

4.1 | Recommendations

- There should be provision of training and development programs to raise awareness and understanding of Green HRM practices among employees and managers in public organizations in Nigeria.
- There is need to allocate sufficient financial and technological resources to support the implementation of Green HRM practices in public organizations in Nigeria.
- Transform the organizational culture in public organizations in Nigeria to support the implementation of Green HRM practices.
- Develop and implement employee engagement strategies to increase employee engagement and motivation in public organizations in Nigeria.
- Demonstrate leadership commitment to Green HRM practices in public organizations in Nigeria by providing visible support and resources.
- Develop and implement effective communication strategies to raise awareness and promote understanding of Green HRM practices in public organizations in Nigeria.
- Provide opportunities for employees to participate in Green HRM practices in public organizations in Nigeria through employee suggestion schemes and other participatory mechanisms.
- Develop and use metrics and benchmarks to measure the effectiveness of Green HRM practices in public organizations in Nigeria.

5 | CONCLUSION

This study has provided valuable insights into the relationship between Green HRM practices and employee engagement in public organizations in Nigeria. The findings of this study suggest that Green HRM practices can have a positive impact on employee engagement, and that employee engagement is critical to the successful implementation of Green HRM practices. As public organizations in Nigeria continue to face challenges in implementing sustainable practices, it is essential that they prioritize the development of Green HRM practices that promote employee engagement and motivation. The implications of this study are far-reaching, and highlight the need for public organizations in Nigeria to adopt a more sustainable and employee-centric approach to human resource management. By prioritizing the development of Green HRM practices, public organizations in Nigeria can not only improve employee engagement and motivation, but also contribute to the achievement of sustainable development goals. As the world continues to grapple with the challenges of climate change and environmental degradation, it is essential that organizations in Nigeria and around the world prioritize the development of sustainable practices that promote employee engagement and motivation. Ultimately, the success of Green HRM practices in public organizations in Nigeria will depend on the ability of these organizations to create a culture of sustainability and employee engagement. This will require a fundamental shift in the way that public organizations in Nigeria approach human resource management, and a commitment to prioritizing the development of Green HRM practices that promote employee engagement and motivation. By making this shift, public organizations in Nigeria can not only contribute to the achievement of sustainable development goals, but also create a more positive and productive work environment that supports the well-being and success of all employees.

6 | REFERENCES

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