

Green Commitment as A Panacea for Green Human Resource Management and Environmental Performance in Kashim Ibrahim University, Nigeria: A Conceptual Paper

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Abstract- This paper examines Green Commitment as a Panacea for Green Human Resource Management and Environmental Performance in Borno Satte University, Nigeria. The increasing rate of environmental degradation and the growing demand for sustainable practices have compelled organizations, including universities, to integrate environmental considerations into their operations. Despite the recognized importance of Green Human Resource Management in promoting sustainability, limited attention has been given to the essential processes through which it influences environmental performance, particularly in developing country contexts. Adopting a conceptual research design, the study synthesizes existing literature to develop a theoretical framework grounded in Social Exchange Theory. The framework proposes that Green Human Resource Management practices, such as green recruitment, training, performance appraisal, and reward systems, enhance employees' green commitment, which in turn drives improved environmental performance. Green commitment is positioned as a critical psychological mechanism that translates organizational environmental initiatives into actual environmentally responsible behaviors. The study contributes to literature by addressing the gap in understanding the mediating role of green commitment in the Green Human Resource Management and environmental performance relationship. It also provides a context-specific perspective by focusing on Nigerian universities, where sustainability practices are still emerging. The study concludes that fostering green commitment through effective GHRM practices is essential for achieving improved environmental outcomes. It recommends that university management should institutionalize green Human Resource policies and cultivate a culture of environmental responsibility among staff. Future empirical studies are encouraged to validate the proposed framework and extend it to other sectors.

Index Terms- Environmental Performance, Green Commitment, Green Human Resource Management Practices.

I. INTRODUCTION

Environmental sustainability and protection are pressing global concerns that have captivated the attention of environmentalists, policymakers, and academics worldwide. Countries, both developed and developing, are facing a range of environmental issues, such as increasing pollution, biodiversity loss, and depletion of natural resources (Liaquat et al., 2024). The consequences of environmental degradation, such as rising global temperatures, water scarcity, and ecosystem destruction, have led to urgent calls for sustainable development practices across all sectors. Environmental issues are of particular relevance in both developed and developing countries, where the pressure on ecosystems and natural resources is becoming increasingly unsustainable (Verma et al., 2023; Aboramadan, 2022).

In response to these challenges, there has been a significant shift toward sustainability, with institutions and organizations across various sectors incorporating environmental sustainability into their strategies and operations. Educational institutions, especially universities, are critical players in this global effort. Universities, as centers of knowledge, could influence societal behaviors and attitudes, making them vital in promoting sustainability and environmental stewardship. However, the level of sustainability integration in university settings

remains inconsistent, particularly in the developing world, including in Nigeria.

Green Human Resource Management (GHRM) becomes an essential tool for promoting environmental sustainability within universities. GHRM refers to the integration of environmentally sustainable practices into human resource management processes, which include recruitment, training, performance appraisal, and employee engagement (Yong et al., 2019). It aims to encourage employees to embrace eco-friendly behaviors and contribute to the organization's environmental goals (Yusliza et al., 2017).

The importance of GHRM practices within educational institutions is multifaceted. Not only does it align the university's operations with global sustainability goals, but it also helps create a culture of environmental responsibility among staff and students, which is critical in the fight against climate change and environmental degradation. As universities increasingly face pressure from both governmental bodies and the global community to adopt greener practices, the implementation of GHRM practices can contribute significantly to enhancing the university's environmental performance.

Environmental sustainability is not only an ethical or social responsibility but also a practical concern. Research has demonstrated that organizations implementing GHRM practices enjoy various benefits, including reduced costs, improved competitive advantage, better staff retention, and enhanced organizational performance (Carmona-Moreno et al., 2012; Gholami et al., 2016). These practices contribute to the organization's efforts to reduce its carbon footprint, decrease resource consumption, and minimize waste generation (Kim et al., 2019). Universities adopting GHRM practices can achieve similar outcomes, fostering a positive environmental impact while simultaneously enhancing their reputation as environmentally responsible institutions.

The alarming rate of environmental degradation worldwide, characterized by global warming, deforestation, pollution, and biodiversity loss,

highlights the urgent need for concerted efforts to address environmental concerns. In Nigeria, these environmental challenges are exacerbated by rapid urbanization, unregulated industrial activities, and the increasing demand for non-renewable resources (Adekunle, 2022). In recent years, the global shift towards sustainability has led organizations to integrate environmental management into their strategic objectives. Universities, as centres of knowledge and innovation, play a crucial role in promoting sustainability and environmental stewardship.

Higher education institutions, much like large-scale corporations, are major consumers of resources, including energy, water, and raw materials (Yang et al., 2024). These institutions typically require vast infrastructure, such as buildings, transportation systems, and laboratories, all of which contribute to their significant resource consumption. The day-to-day operations, such as heating, cooling, and lighting, also demand substantial amounts of energy. Furthermore, academic activities often lead to the production of waste, including paper, plastics, and electronic waste, all of which can contribute to environmental degradation if not managed responsibly. The implementation of GHRM practices can significantly enhance environmental performance, reducing the negative environmental footprint of university operations.

There are few studies that have established a link between GHRM and EP. Among the studies that establish positive and significant relationship between the two construct include (Akthar, 2022; Anwar et al., 2021; Ghouri et al., 2020; Pham et al., 2020). Hence the need for an in-depth study on the two variables. Pham et al. (2020) Further emphasized lack of adequate studies on the relationship between GHRM practices and current factors such as green human capital green employee performance in organisational performance.

Ren and Hussain, (2022) suggest many constructs that play a mediating and moderation role. Employee engagement, green innovation, green commitment as mediators and green culture, subjective environmental norms, green behaviour and individual employee factors as moderators between the

proposed relationships. Chaudhary (2020) proposed that alternative mediating mechanisms should be examined to further understand the dynamics of the relationships between GHRM and EP. To address this gap, this research study will assess the mediating role of green commitment on the nexus between green human resource management and environmental performance: A study of Borno State University

II. LITERATURE REVIEW AND FRAMEWORK

Environmental Performance

Ren and Hussain (2022) conceptualise environmental performance as an organisations commitment to reduce waste, reduce the purchase of material and chemicals, and minimize the operations leading to degrading the environment. Similarly, Singh et al. (2020) viewed environmental performance as organizational efforts aimed at meeting and exceeding societal expectations in relation to the natural environment. Moreso, Goni and Abubakar (2023) defined environmental performance to the policies and actions implemented and upheld by organizations to enhance environmental conditions or safeguard the environment from damage. In addition environmental performance is viewed as the result of implementing green practices such as eco-design, green purchasing, and reverse logistics, which collectively improve ecological outcomes and sustainability (Rubab et al., 2025).

Therefore, environmental performance in universities is the institution's comprehensive commitment to reducing waste, minimizing the use of materials and chemicals, and limiting environmentally harmful operations, while actively implementing policies and actions that enhance and protect the environment. It also involves striving to meet and exceed societal expectations regarding environmental stewardship, thereby fostering a sustainable and responsible academic community.

Green Human Resource Management

In GHRM, environmental consciousness and strategies are considered in every HR function aspect, ranging from recruitment to performance appraisal.

In doing so, organizations show how ecological improvement can be achieved through involving employees under the organizational policy of HRM. For example, organizations might include green responsibilities in designing sustainable-oriented jobs, employee acquisition strategies targeted to get employees who have similar values and beliefs, training for green awareness, and appraise and reward employee green performances.

GHRM represents the environment-oriented focus of an organization (Khan et al., 2025). GHRM is a management approach that supports human resources policies and practices within the scope of environmental sustainability (Shahrulnizam et al., 2024). Organisations' management practices for environmental protection and sustainability are directly related to human resources management, where human resources constitute the lifeblood of an organisation (Saeed, et al., 2019). It includes several HRM activities, such as green initiatives while recruiting, selecting, training and managing performance appraisal cycles, as well as compensation and reward management (Dingra and Padmavathy, 2019). Thus, GHRM in universities integrates environmental sustainability into HR practices such as recruitment, training, performance appraisal, and rewards. It aims to engage staff and students in eco-friendly behaviors by aligning HR policies with environmental goals, fostering a culture of sustainability within the institution.

Mediating role of Green Commitment

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

Empirical Review

Kuo et al., (2022) conducted a study on the relationship between green human resource management (GHRM) practices and organizational environmental performance, focusing on the mediating role of green innovation. The problem addressed is the challenge that organizations face in improving their environmental performance due to industrialization's negative effects on the environment. The objective of the study is to examine how green HRM practices like green compensation, performance appraisals, training, and recruitment influence environmental performance via green innovation. The study area is the chemical industry in Lahore, Pakistan. The target population consisted of full-time employees in this sector, and the sample size included 500 participants who completed a survey. The method of analysis used was SmartPLS 3 to test the relationships and hypotheses. The findings indicate that green HRM practices positively influence green innovation and environmental performance. It also reveals that green innovation mediates the effect of green HRM practices on environmental performance. The study recommends that organizations adopt green HRM practices to enhance environmental sustainability and competitiveness and suggests further research into the role of green innovation in diverse industrial contexts.

Adeel et al., (2022) investigate the influence of Green Human Resource (GHR) practices on environmental performance in universities in Pakistan. The study focuses on the mediating roles of work engagement and job satisfaction, as well as the moderating effect of environmental values. The research finds that GHR practices significantly enhance environmental performance by improving job satisfaction and work engagement, which in turn positively impact the environment. The study emphasizes the importance of fostering environmental values to strengthen the link between GHR practices and environmental outcomes. It recommends that universities adopt GHR practices to boost employee engagement and satisfaction, which will lead to better environmental performance.

Khan (2022) explores the impact of Green Human Resource Management (GHRM) practices on

environmental performance in the textile industry, specifically focusing on green recruitment, training and development, performance management, rewards, and employee empowerment. The problem identified is the lack of empirical evidence regarding the effectiveness of GHRM practices in the textile sector, especially in emerging countries. The objective of the study is to assess the influence of these GHRM practices on environmental performance. The study was conducted in Pakistan's textile sector, with a sample size of 198 respondents out of 220 targeted employees. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that all GHRM practices, including recruitment, training, performance management, and compensation, positively impact environmental performance. Furthermore, the study suggests that green employee empowerment plays a critical role in enhancing these environmental outcomes. The study recommends that organizations, especially in the textile sector, adopt comprehensive GHRM practices to improve their environmental performance and engage employees in green behaviors.

Aftab et al., (2023) examines how Green Human Resource Management (GHRM) practices impact environmental performance in Pakistan's manufacturing sector, focusing on the roles of green innovation and environmental strategy. The research found that GHRM practices, including green recruitment, training, and performance management, positively influence environmental performance, with green innovation mediating this effect. Additionally, environmental strategy was found to moderate the relationship between GHRM and environmental performance. The study recommends that manufacturing firms in developing countries adopt GHRM practices and implement robust environmental strategies to foster green innovation and improve sustainability.

Yang et al., (2024) investigates the impact of Green Human Resource Management (GHRM) on the environmental performance of higher education institutions in Thailand, focusing on the roles of green work engagement and moral reflection. The study found that GHRM practices, such as green recruitment, training, and performance evaluations,

significantly enhance environmental performance. It also revealed that green work engagement mediates the relationship between GHRM and environmental outcomes, while employees' moral reflection moderates this effect. The study recommends that universities adopt comprehensive GHRM strategies and consider the moral reflection levels of their staff to improve environmental performance and promote sustainability.

Sheikh et al., (2024) examines how green human resource management (GHRM) practices influence environmental performance in hotels. The problem addressed is the environmental degradation caused by the hotel industry and how GHRM practices can help mitigate this issue. The study's objective is to explore the effects of GHRM practices (green training, green rewards, and green organizational culture) on hotels' environmental performance, focusing on the mediating role of Organizational Citizenship Behavior toward the Environment (OCBE) and the moderating role of green organizational culture (GOC). The study was conducted in Pakistan, specifically targeting middle-management staff from four- and five-star hotels. A purposive sampling technique was used, with 292 completed responses from the original 400 distributed questionnaires. The method of analysis employed was Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that GHRM practices significantly predict OCBE, and that OCBE mediates the relationship between GHRM and environmental performance. Moreover, GOC positively moderates the relationships between GHRM practices and OCBE. The study recommends that hotels adopt comprehensive GHRM practices to foster OCBE and improve environmental performance, suggesting that practitioners integrate green culture into their HR strategies for better sustainability outcomes.

Delphinus and Mwita (2024) explore how Green Human Resource Management (GHRM) practices affect environmental performance in Tanzanian organizations. The study focuses on the mediating role of perceived organizational support (POS) towards the environment. The findings show that GHRM practices, including green recruitment, training, and performance management, significantly improve environmental performance. Additionally,

POS plays a key role in enhancing the effectiveness of these GHRM practices. The study recommends that organizations integrate GHRM practices and provide organizational support to encourage green behaviors and improve environmental outcomes.

III. UNDERPINNING THEORY

Social Exchange Theory

The theory was put forth by Blau (1964). The Theory suggests that relationships within organizations are based on reciprocal exchanges of resources, whether tangible or intangible. Employees who perceive that the organization is committed to environmental sustainability through GHRM practices may feel a sense of obligation to reciprocate with behaviours that support these goals. GHRM practices create a psychological contract between the employer and employees, fostering green commitment. This commitment acts as a mediator by motivating employees to engage in environmentally responsible behaviours, thus improving environmental performance.

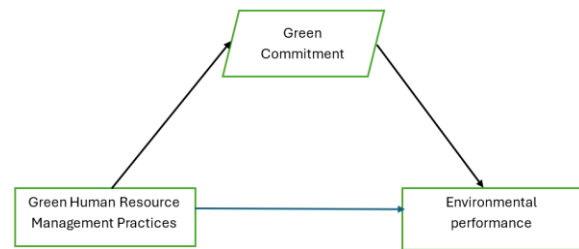


Figure 1: Proposed Framework

Figure 1 communicates the relationship between the independent and dependent variable as well as the mediating variable between the two constructs. The independent variable is green human resource management while the dependent variable is environmental performance and the mediating variable is green commitment. Proposed Research Hypotheses

Proposed Research Hypotheses

Following review of literature. The following hypotheses were proposed

Ho1: There is no significant effect of green human resource practices on environmental performance

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

Ho3: There is no significant effect of green commitment on environmental performance.

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

IV. METHODOLOGY

This study adopts a conceptual research design, which focuses on developing and proposing a theoretical framework that explains the relationship between green human resource management (GHRM) and environmental performance, with green commitment serving as a mediating variable. Conceptual research design is appropriate for studies that aim to synthesize existing literature, identify gaps, and propose relationships among variables without relying on primary empirical data. The study is based on an extensive review of relevant literature drawn from peer-reviewed journal articles, books, and credible academic sources on GHRM, environmental performance, and green commitment. Through this approach, the study integrates existing theoretical and empirical insights to develop a coherent framework that explains how GHRM practices influence environmental outcomes in higher education institutions.

The proposed model is anchored on Social Exchange Theory, which posits that employees reciprocate organizational support and practices with positive attitudes and behaviors. In this context, when universities implement green human resource practices such as green recruitment, training, and performance management, employees develop a sense of green commitment. This commitment, in turn, motivates environmentally responsible behaviors that enhance environmental performance.

To guide future empirical validation, the study proposes four hypotheses examining the direct relationships between GHRM and environmental performance, GHRM and green commitment, and green commitment and environmental performance, as well as the mediating role of green commitment. The conceptual framework provides a structured basis for future quantitative studies using techniques such as Structural Equation Modeling.

CONCLUSION

This study provides a conceptual examination of the relationship between green human resource management and environmental performance, highlighting the mediating role of green commitment within university settings. The study argues that universities, as key drivers of societal transformation, must integrate sustainability into their operational and human resource practices to address pressing environmental challenges.

The proposed framework suggests that GHRM practices play a crucial role in fostering employees' green commitment, which in turn enhances environmental performance. By embedding environmental values into HR functions such as recruitment, training, performance appraisal, and reward systems, universities can cultivate a culture of sustainability that encourages environmentally responsible behavior among staff.

The study contributes to the existing literature by addressing the limited attention given to mediating mechanisms, particularly green commitment, in the relationship between GHRM and environmental performance. It also provides a context-specific perspective by focusing on higher education institutions in Nigeria, where sustainability practices are still evolving.

In conclusion, the study emphasizes that achieving environmental sustainability in universities requires more than policy formulation; it requires the active involvement and commitment of employees. Therefore, integrating GHRM practices with strategies that enhance green commitment is essential for improving environmental performance. Future research should empirically test the proposed framework to validate the relationships and provide further insights into sustainable organizational practices in higher education institutions.

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