

Theoretical propositions: Green human resource management, coronaphobia and organisational effectiveness.

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Abstract- This study explores the dynamic interplay between Green Human Resource Management (GHRM), coronaphobia, and organisational effectiveness through the lenses of Social Identity Theory, Social Exchange Theory, and Stakeholder Theory. GHRM, an emerging paradigm, aims to align ecological sustainability with human resource practices. Drawing from these theoretical frameworks, we examine the potential implications for future research in this domain. Social Identity Theory elucidates the role of employee identification with eco-friendly initiatives. It suggests that employees' alignment with GHRM practices enhances their commitment to the organisation's environmental goals. Future research could explore multidimensional GHRM effects, mediating and moderating factors, and the long-term impact on organisational performance. Furthermore, exploring cross-cultural and industry variations, ethical considerations, and links between GHRM and employee well-being are avenues for enriching the understanding of this relationship. Social Exchange Theory offers insights into how employees reciprocate GHRM efforts. The theory's lens highlights the importance of a balanced cost-benefit analysis in fostering green behaviours. Future studies could delve into the intricacies of GHRM's effects on employee behaviour beyond the workplace, its role in enhancing employee well-being, and its ethical dimensions. Stakeholder Theory emphasises that organisations have fiduciary responsibilities to various stakeholders. This theory provides a foundation for understanding how GHRM aligns with broader stakeholder interests, potentially leading to sustainable organisational performance. Future research could explore cross-stakeholder perceptions of GHRM initiatives, green leadership's influence, and measurement metrics for evaluating GHRM effectiveness. In conclusion, this synthesis of Social Identity Theory, Social Exchange Theory, and Stakeholder Theory provides a robust theoretical framework for advancing research in GHRM. Future studies should consider the multidimensional effects of GHRM, ethical implications, industry and cultural variations, and the long-term organisational impact. By delving into these areas, researchers can contribute to the sustainable development agenda by guiding organisations towards effective GHRM practices that enhance employee engagement and ecological responsibility.

Index Terms: Green Human Resource Management, Organizational Performance, coronaphobia, Social Exchange Theory.

I. INTRODUCTION

Since the commencement of the 21st century, there has been a growing emphasis on environmental preservation and allocating substantial resources to conserve natural ecosystems. This focus has prompted governments and organisations to conduct their operations with an increased awareness of their ecological impact (Amrutha & Geetha, 2021). Apart from international agreements addressing climate change, regulations and guidelines have been established to mitigate industrial waste, pollution, and greenhouse gas emissions to safeguard the environment and human well-being.

Given human influence as both contributors to environmental degradation and potential mitigators, there is a shared responsibility to uphold environmental protection and ameliorate the impacts of human activities. While human resource units play a central role in initiating these endeavours, the magnitude of environmental challenges necessitates a comprehensive commitment across the entire organisation (Lai *et al.*, 2010). This context has given rise to Green Human Resource Management (GHRM), where policies and practices are aligned to integrate environmental objectives into various aspects of human resource management (Opatha & Arulrajah, 2014). GHRM aims to ensure the well-being of healthcare employees as they contribute to society while adhering to ecological values (Saeed *et al.*, 2019). However, the scope of GHRM extends beyond traditional organisational domains, encompassing responses to health crises such as pandemics and epidemics, where environmental and human health preservation becomes paramount (Alzgoool *et al.*, 2021). The emergence of COVID-19 has placed healthcare workers on the front lines of a global battle, raising concerns about viral contagion and a related phenomenon – coronaphobia (World Health Organization, 2021). This study investigates the intricate interplay of GHRM, healthcare, and coronaphobia and their combined impact on job satisfaction and involvement of healthcare workers.

The Nigerian healthcare landscape, marked by resource constraints and governmental limitations, adds a unique layer of complexity to the exploration, as the management of COVID-19 has underscored vulnerabilities and prompted reflections on the significance of GHRM amidst health crises (Deng & Naslund, 2020). This study navigates the uncharted waters of healthcare

workers' perceptions and behaviours, seeking to illuminate the pathways by which GHRM can be integrated into healthcare institutions to enhance environmental stewardship and employee engagement, even amid pandemic-induced uncertainties (Mekonnen *et al.*, 2021).

II. PROBLEM STATEMENT

The realm of healthcare, particularly in times of health crises, encompasses a multifaceted spectrum, spanning physical, psychological, and environmental dimensions. In response to such exigencies, a comprehensive perspective is imperative, focusing on addressing emotional strains and fostering safe and ecologically sustainable healthcare environments. This study delves into the domain of Green Human Resource Management (GHRM), a conceptual framework that seeks to intertwine environmental consciousness with healthcare operations, even during pandemics like COVID-19.

However, this endeavour is set against coronaphobia – a pervasive fear of virus exposure – which has cast a shadow over healthcare workers' perceptions and potential engagement. The dynamics of GHRM and the profound influence of coronaphobia on healthcare workers' experiences necessitate an in-depth investigation of their combined impact on job satisfaction and involvement.

Amidst this intricate interplay, a noteworthy disparity emerges in healthcare workers' responses. Some may be sensitised to the importance of environmental stewardship due to the pandemic's looming threat. In contrast, others might view GHRM sceptically, considering it an allocation of resources that could be directed elsewhere. This variance in perspectives carries implications for the balance between managing the pandemic and maintaining environmental commitments.

Moreover, the multifaceted implementation of GHRM demands substantial investments in finances and time, particularly in a context where resources are already strained. The complexity of GHRM necessitates comprehensive understanding and practical training to ensure its successful implementation. Without a clear grasp of the intricacies of GHRM, well-intentioned efforts might result in wastage during a period where resource optimisation is paramount. In light of these complexities, this study examines the interplay between GHRM, coronaphobia, and healthcare workers' job satisfaction and involvement, aiming to shed light on the nuanced dynamics of healthcare management during a pandemic.

III. CONCEPTUAL REVIEWS

A. Green Human Resource Management

Green Human Resource Management (GHRM) practices entail integrating environmental considerations into an organisation's human resource processes. GHRM aligns eco-conscious procedures with people management to achieve environmentally sustainable outcomes (Saeed *et al.*, 2019). It encompasses policies guiding decisions from recruitment to compensation, ensuring eco-friendly behaviour and objectives across employee levels (Opatha & Arulrajah, 2014). GHRM fosters employee awareness of environmental significance, the use of sustainable

resources, and the preservation of nature. Effective GHRM elucidates organizational-environmental relationships, delineates employee and management roles, and encourages collaboration with environmental stakeholders.

B. Green Recruitment and Selection

Green recruitment and selection involve identifying, attracting, and assessing candidates aligned with environmental objectives (Saeed *et al.*, 2019). It ensures that individuals hired share the organisation's eco-values (Tang *et al.*, 2018). Green awareness of candidates assesses traits such as conscientiousness, responsiveness, and agreeability towards environmental goals. Employer's green branding reflects an organisation's environmental reputation, impacting candidates' commitment (Jabbour & Renwick, 2018). Green criteria include evaluating candidates' eco-knowledge, values, and beliefs. Eco-friendly recruitment practices and assessing candidates' green behaviours enhance selection (Mishra, 2017). It ensures alignment with environmental goals and actualises corporate environmentalism (Fawehinmi *et al.*, 2020).

C. Green Training and Development

Green training and development encompass initiatives that equip employees with skills to address environmental issues. Its goal is to foster environmental consciousness and enable proactive problem-solving (Fawehinmi *et al.*, 2020). This involves providing training on environmental awareness, incorporating eco-topics into training materials, prioritising environmental training, and developing competencies for sustainable practices (Saeed *et al.*, 2019). The training extends to all employees to ensure widespread environmental commitment (Tang *et al.*, 2018). Environmental education goes beyond information transfer, aiming to instil values and inspire actions (Kudryavtsev *et al.*, 2012). It involves interactive experiences and cultivates a deep understanding of environmental dynamics (Palmer *et al.*, 2018). Environmental education should be integrative, fostering values beyond the workplace (Shukla & Kumar, 2020).

D. Green Performance Management, Appraisal, and Compensation

Green Performance Management, Appraisal, and Compensation (GPMAC) involve evaluating employees' environmental contributions, integrating green criteria into performance assessments, and offering constructive feedback for improvement. Effective GPMAC hinges on targeted feedback, well-defined indicators, and adaptable evaluation methods (Saeed *et al.*, 2019).

E. Green Pay.

Green Pay and Reward encompasses financial and non-financial strategies to attract, retain, and motivate employees aligned with environmental objectives (Saeed *et al.*, 2019). It involves offering compensation contingent on eco-friendly performance, recognising achievements, and utilising financial incentives like pay raises, promotions, travel benefits, and bonuses. Recognition through public acknowledgement fosters a positive culture, while monetary rewards provide tangible reinforcement. Combining both approaches optimises employee commitment to green initiatives and bolsters overall environmental performance.

F. Green Involvement/Empowerment

Green Involvement/Empowerment engages employees in environmental initiatives, fostering ownership and participation in environmental goals (Ansari *et al.*, 2021). Effective green involvement is measured through a clear vision, open communication channels, a learning climate, and inspiring involvement. Encouraging employees to participate empowers them as stewards of green objectives, driving innovation and commitment to environmental performance (Srivastava & Shree, 2019).

G. Coronaphobia

Coronaphobia, the fear of contracting coronavirus, stems from concerns about infection risks and can be intensified by geographical reports of high infection rates. Misinformation exacerbates it, leading to restlessness, discomfort, sweaty hands, and anxiety. The fear of losing one's life due to the virus is a significant aspect, amplified by the virus's transmission speed and mortality rates. This fear affects reactions, with physical symptoms like clammy hands and heart palpitations, impacting sleep and daily life. Coping mechanisms, such as seeking accurate information and adopting a positive attitude, play a role in managing coronaphobia (Ahorsu *et al.*, 2020).

H. Organisational Effectiveness

Due to varying organisational goals and attributes, organisational effectiveness lacks a universally accepted definition. It is subjective and context-dependent, evolving with changing objectives. As an abstract construct, it is not directly observable but can be measured through defined criteria. Assessment questions include stakeholder perspective, performance aspects, analysis level, objective, period, required data, and benchmarks. In this study, organisational effectiveness refers to achieving primary and secondary goals. Employee job satisfaction and

involvement in goal formulation are indicators (Zoogah *et al.*, 2015).

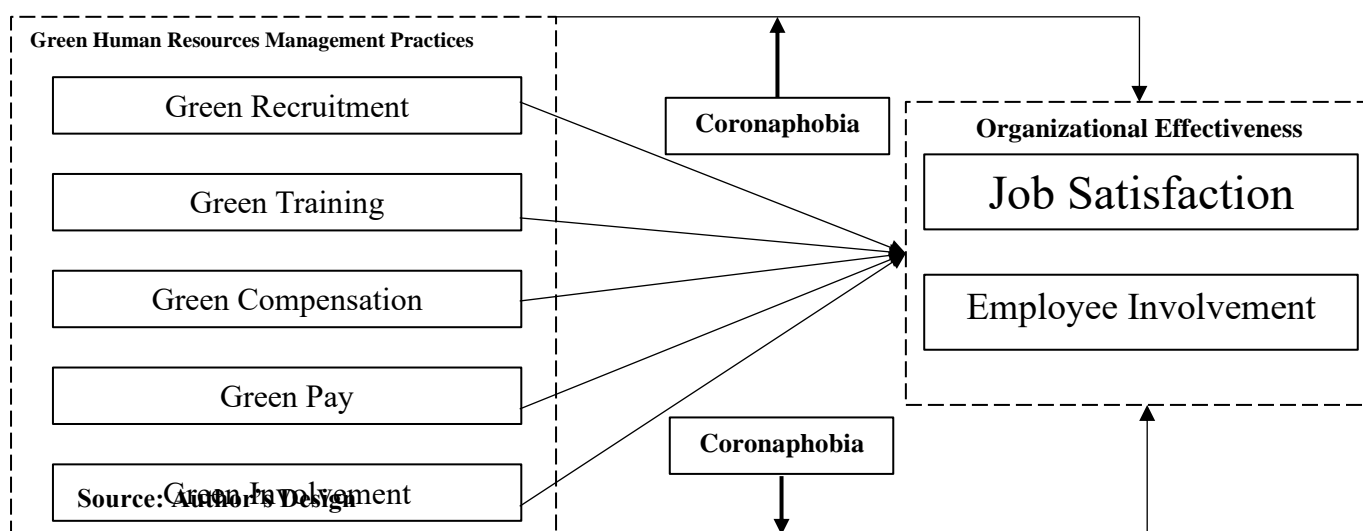
I. Job Satisfaction

Job satisfaction reflects an individual's positive response to their job, incorporating enjoyment and emotional well-being. It encompasses an individual's perception and feelings about the job, often linked to work nature, pay, promotion prospects, and colleague satisfaction. Job characteristics such as skill variety, task identity, task significance, autonomy, and feedback play roles in job satisfaction. Pay levels, promotion opportunities, and colleague satisfaction also impact satisfaction. In environmental concerns, green job satisfaction emphasises alignment with eco-friendly practices, personal environmental performance, and a positive attitude towards green initiatives (Amrutha & Geetha, 2021).

J. Employee Involvement

Employee involvement refers to the degree to which employees are engaged in organisational decision-making and problem-solving. It empowers staff to contribute expertise, ideas, and efforts for better solutions. Approaches include elected representatives, direct communication, and autonomous problem-solving. Involvement's effectiveness hinges on decision autonomy, training, and incentives: open-ended surveys, self-managed teams, and strong communication foster engagement. Recognising every employee's contribution, including non-permanent staff, enhances outcomes. Accountability for decisions, quality awareness, and assessing employee morale are crucial. Employee involvement aligns staff with organisational goals, shaping a proactive, motivated, and innovative workforce (Nayak & Sahoo, 2015).

Figure 1: Proposed GHRM-Coronaphobia-Effectiveness Model



IV HYPOTHESES DEVELOPMENT

A. *Green Recruitment/Selection and Job Satisfaction*

Green recruitment and selection can impact job satisfaction by focusing on environmental concerns in job specifications. When employees are hired for their environmental awareness and skills to address issues, they find fulfilment in contributing to the organisation's green goals. The selection process's transparency and alignment with the organisation's green performance are crucial. If expectations set during recruitment aren't met, job satisfaction declines. Organisations that consistently hire environmentally conscious individuals foster a community of like-minded people, enhancing job satisfaction and overall commitment to green initiatives (Masri & Jaaron, 2017). Intrinsic rewards from aligning personal values with organisational efforts amplify the positive influence of green recruitment on job satisfaction.

B. *Green Recruitment/Selection and Employee Involvement*

Effective employee involvement depends on recruiting individuals with sufficient awareness of greening procedures. The success of involvement programs relies on organisers who are also employees. Recruitment and selection should include environmental concerns in job descriptions; ensuring employees can contribute to green initiatives and are accountable for environmental performance. Specified job descriptions influence autonomy and employees' understanding of their roles. When candidates grasp their roles and environmental expectations, their morale and motivation to contribute increase. Green-focused recruitment positively affects practices like employee participation in decision-making processes and aligning individual and organisational goals (Adi *et al.*, 2021).

C. *Green Training/Development and Job Satisfaction*

Green training/development enhances environmental awareness and can positively impact job satisfaction. Such training creates an environment where employees can sharpen their environmental skills and become more engaged with their roles. When training programs align with employee environmental needs, job perceptions and satisfaction improve. The positive relationship between green training, training satisfaction, and job satisfaction stems from the support it represents and the fulfilment of not having to fund self-improvement personally. Despite concerns of increased workload, stress, and time pressures due to training, practical green training equips employees to contribute effectively to environmental goals. Balanced implementation can spill over positively into nonwork life, promoting work-life balance.

D. *Green Training/Development and Employee Involvement*

Green training and development significantly impact employee involvement and commitment to the organisation's environmental goals. Employees who undergo such training are likelier to stay, as it signals their contributions to environmental performance are valued. This commitment stems from a belief in the organisation's mission, making employees more inclined to actively engage in decision-making processes and policy formulation related to environmental management. Environmental training enhances employees' abilities to

collaborate with stakeholders, which is crucial for effective environmental management. Team-based green training environments foster connections, cooperation, and practical problem-solving, facilitating quicker resolution of environmental challenges. Continuous environmental orientation and training mitigate organisational change cynicism, fostering employee involvement in environmental objectives by altering perceptions and encouraging contributions to decision-making (Daily *et al.*, 2012).

E. *GPMAC and Job Satisfaction*

Employees aware of specific green targets and criteria for performance assessment are more likely to be engaged and satisfied in their jobs. Clear performance targets and criteria enable employees to understand what is expected of them and strive for excellence, leading to higher job satisfaction. Green Performance Management and Appraisal Systems (GPMAC) involve assessing and recording employees' contributions to environmental goals, fostering a sense of accomplishment and recognition, and boosting job satisfaction. Regular feedback on environmental performance enhances job satisfaction by creating a positive feedback environment. Organisations that provide constructive feedback emphasise employee development and maintain open communication to foster higher levels of job satisfaction. Constructive feedback and positive performance appraisals contribute to employee morale, respect, and satisfaction. A positive relationship exists between satisfaction with received feedback and overall job satisfaction, emphasising the importance of quality feedback in employee contentment. Relationships with supervisors and colleagues also influence job satisfaction; a supportive and constructive feedback environment indicates positive relationships and contributes to employees' overall job satisfaction (Sommer & Kulkarni, 2012).

F. *GPMAC and Employee Involvement*

Green Performance Management (GPMAC) serves as a potent catalyst for employee involvement in environmental decision-making and performance. GPMAC's tailored performance targets and criteria motivate employees to contribute to environmental goals. Providing specific feedback on environmental performance cultivates positive leader-member exchanges, enhancing commitment and engagement. This involvement loop increases job satisfaction and motivation, while isolating environmental performance from other job aspects drives accountability. Constructive feedback also diminishes turnover intentions. GPMAC establishes a dynamic where engaged employees, empowered by performance feedback, willingly participate in shaping environmental policies and decisions, creating a harmonious cycle of involvement, motivation, and commitment.

G. *Green Pay & Reward and Job Satisfaction*

Adequate and aligned rewards for environmentally sound performance significantly impact job satisfaction. Pay size and measures and nonmonetary rewards link to job satisfaction through motivation. Employee satisfaction with pay and rewards is integral to their contentment with their roles, compensation,

and opportunities for growth. As pay levels rise due to enhanced environmental contributions, so does job satisfaction. Tailoring pay measures to acknowledge green initiatives fosters a sense of accomplishment and drives engagement. Profit sharing from environmental successes further motivates employees, aligning their efforts with organisational goals. While extrinsic motivation like pay can negatively affect job satisfaction, environmentally focused pay indices and favourable working conditions bolster contentment. Job satisfaction's dynamic nature underscores the importance of continual efforts to align rewards with employee aspirations and environmental achievements.

H. Green Pay & Reward and Employee Involvement

Green pay and rewards can impact employee involvement by creating a sense of obligation and trust. Employees compensated well for their environmental performance are more likely to engage in decision-making, justifying their contributions and fostering organisational trust. Such rewards set expectations for continued innovation and commitment to environmental goals. Openness and participation may depend on employees' trust in fair compensation. Effective participatory environments, uniting competencies, can be fostered by aligning pay with green performance. Neglecting fair compensation might trigger unionism and hamper involvement. Nonfinancial rewards, like recognition, encourage skill development and problem-solving. Recognised employees, trusted for past contributions, are more likely to participate in strategic discussions actively. Specific rewards for innovation inspire dedication to organisational objectives. Communicating excellence reinforces employee morale and confidence, prompting proactive problem-solving. Green pay and rewards are crucial in encouraging involvement and trust, ultimately enhancing organisational performance.

I. Green Involvement/Empowerment and Job Satisfaction

Green Involvement/Empowerment and Job Satisfaction: Encouraging employee involvement in green initiatives can significantly enhance job satisfaction. Employees who actively contribute to environmental decisions tend to find greater satisfaction in their work. Lack of involvement can lead to dissatisfaction, as employees may attribute their low productivity to organisational shortcomings. Participatory work environments characterised by relationships within teams and effective decision-making processes contribute to improved job satisfaction. Employee involvement can reduce turnover intentions and foster cooperation among colleagues. Negotiating green workplace agreements further enhances job satisfaction, especially when employees have a say in intrinsic work. Millennial workers show higher job satisfaction in engaging environments that value their opinions. High-involvement work systems interact with employee involvement to determine job satisfaction, as seen in systems promoting positive work behaviours and timely task completion. Factors like perceived organisational support and role clarity influence job satisfaction and commitment. Thus, fostering green involvement positively impacts job satisfaction and organisational commitment.

J. Green Involvement/Empowerment and Employee Involvement

Employees' commitment to decisions and policies is higher when involved in their creation. Green involvement and empowerment recognise employees as key stakeholders in environmental management, encouraging organisational citizenship behaviours. Effective employee involvement programs require negotiating green workplace agreements, allowing decision autonomy, and boosting morale. Contextual design of empowerment programs optimises human resources, leading to mutual benefits for employees and the organisation. Employee well-being is enhanced through voicing concerns about environmental impacts and promoting productivity. Encouraging green whistleblowing empowers employees to report environmental malpractices, fostering a culture of environmental responsibility. Green workshops, training, and conferences improve knowledge and capacity for goal attainment. Holistic employee involvement correlates with organisational commitment and job satisfaction, emphasising the significance of employee voice in shaping green strategies.

V. THEORETICAL FRAMEWORK

A. Social Identity Theory (Anchor Theory)

Social identity theory, introduced by Henri Tajfel in 1973, emerged from "minimal-group studies," highlighting that mere categorisation into groups shapes individuals' perceptions of themselves and others. It explains intergroup behaviours, emphasising the impact of social categorisation, social comparison, and social identification on individuals' group behaviour. The theory posits that people seek positive social identities through group affiliation, fostering a sense of belonging and commonality.

In green human resource management (GHRM) context, social identity theory suggests that employees' commitment and engagement increase when they perceive alignment with the organisation's environmental values. Employees identifying with a green organisation are likelier to demonstrate eco-friendly behaviours and organisational citizenship. The theory's premise applies to GHRM initiatives such as green training, pay, and involvement. Just as group members emphasise positive traits, employees who align with GHRM are likelier to endorse and support environmental initiatives, contributing to organisational effectiveness.

B. Social Exchange Theory (Support Theory)

Social exchange theory, rooted in economics and behaviourism, examines interactions from a cost-benefit perspective. It posits that relationships are formed based on assessing costs and rewards. The theory highlights reciprocity, where individuals aim to maximise benefits and minimise relationship costs. In the realm of GHRM, social exchange theory predicts that a mutually beneficial partnership between employees and the organisation fosters engagement.

Employees who perceive GHRM as supportive and mutually beneficial reciprocate through organisational citizenship behaviour. The theory underscores employees' engagement with

GHRM initiatives is linked to their perception of rewards and benefits. A win-win approach, where both the organisation and employees benefit from eco-friendly practices, enhances employees' commitment to green initiatives and organisational effectiveness.

C. Stakeholder Theory (Support Theory)

Stakeholder theory, introduced by Edward Freeman in 1984, recognises that organisations impact multiple stakeholder groups. It emphasises fiduciary obligations to shareholders, employees, customers, suppliers, and the community. The theory suggests that organisations must address stakeholders' interests to ensure sustainable success. Stakeholder theory aligns ethics with management practices, emphasising corporate social responsibility and ethical considerations.

In the context of GHRM, stakeholder theory emphasises the importance of balancing the interests of all stakeholders, including employees, the environment, and the community. Organisations practising GHRM prioritise profitability, environmental sustainability, social responsibility, and stakeholder satisfaction. When organisations address employees' needs, contribute to environmental well-being, and meet community expectations, they align with stakeholder theory principles, fostering long-term success.

In conclusion, the chosen theoretical frameworks provide a robust foundation for understanding the implications of GHRM on employee behaviour and organisational effectiveness. Social identity theory highlights employees' alignment with green values, social exchange theory underscores mutual benefits in eco-friendly initiatives, and stakeholder theory emphasises balanced stakeholder interests. These theories illuminate the multifaceted relationships between GHRM, employee behaviour, and organisational success.

VI. FUTURE RESEARCH IMPLICATIONS

The theoretical frameworks of Social Identity Theory, Social Exchange Theory, and Stakeholder Theory offer valuable insights into the relationship between Green Human Resource Management (GHRM), employee behaviour, and organisational effectiveness. As organisations increasingly embrace sustainability, these frameworks open avenues for future research to deepen our understanding and guide practical applications.

A. Multidimensional Approach to GHRM

Future research could explore how different dimensions of GHRM (e.g., green training, recruitment, involvement) interact with each other and with employees' identification, reciprocity, and stakeholder interests. Investigating the cumulative effects of various GHRM practices on employee engagement, commitment, and behaviour can provide a comprehensive view of their combined impact.

B. Mediating and Moderating Factors

To uncover nuances in the relationship between GHRM and employee outcomes, researchers can explore mediating factors such as environmental consciousness, organisational culture,

and job satisfaction. Additionally, identifying moderating factors like individual differences and contextual factors that influence GHRM's effectiveness will enrich our understanding of the mechanisms at play.

C. Long-Term Effects on Organizational Performance

Investigating the long-term effects of GHRM on organisational performance is crucial. Research could explore whether sustainable employee practices improve financial performance, innovation, and competitiveness over time. Longitudinal studies can shed light on the trajectory of these effects and potential trade-offs in pursuing environmental and financial goals.

D. Cross-Cultural and Industry Variations

Examining how GHRM impacts differ across cultural contexts and industries is an area ripe for exploration. Cultural values and industry norms can influence the adoption and effectiveness of eco-friendly practices. Cross-cultural studies can identify universal principles and context-specific factors that shape GHRM's outcomes.

E. Employee Well-Being and Work-Life Balance

Exploring the impact of GHRM on employees' well-being and work-life balance can provide insights into the holistic effects of eco-friendly initiatives. Does GHRM positively influence employees' overall job satisfaction, stress levels, and quality of life? Investigating these questions can help organisations design GHRM strategies that benefit the environment and employee welfare.

F. Ethical Considerations

As GHRM promotes responsible behaviour, research could explore the ethical considerations surrounding its implementation. How do employees perceive the ethical dimensions of green practices, and do these perceptions influence their engagement and commitment? Understanding ethical implications can guide organisations in aligning GHRM with broader moral values.

G. Employee-Environment Linkages

Research could explore how employees' environmental behaviours outside the workplace (e.g., at home, in communities) are influenced by GHRM practices. Understanding these linkages can develop comprehensive sustainability programs that extend beyond organisational boundaries.

H. Green Leadership and Management Practices

Investigating the role of leadership in driving GHRM initiatives and fostering a culture of sustainability is crucial. Future studies can explore how leaders' green behaviours, communication styles, and decision-making influence employees' adoption of eco-friendly practices.

I. Measurement and Metrics

Developing robust measurement tools and metrics to assess the effectiveness of GHRM initiatives is a crucial area for future research. How can organisations quantitatively and qualitatively evaluate the impact of GHRM on employee behaviour and

organisational outcomes? Addressing this question will facilitate evidence-based decision-making.

J. External Stakeholder Perceptions

While stakeholder theory emphasises a holistic perspective, understanding external stakeholders' perceptions of organisations' GHRM initiatives is essential. Research could explore how customers, suppliers, investors, and communities view GHRM practices and their influence on their engagement with the organisation.

In summary, the theoretical frameworks of Social Identity Theory, Social Exchange Theory, and Stakeholder Theory offer a robust foundation for future research in Green Human Resource Management. Exploring multidimensional effects, mediating and moderating factors, long-term performance outcomes, cultural and industry variations, and ethical considerations will advance our understanding of how organisations can effectively integrate sustainability into their HR practices, benefiting employees and the environment.

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