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Green Human Resource Management Practices and Employee Performance in Tertiary Hospitals in South-South Nigeria

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Abstract: *The quality of healthcare service delivery remains a concern in tertiary hospitals, where inadequate environmental awareness, weak green-oriented performance practices, and limited employee participation in environmental initiatives may affect employee performance and service outcomes. This study examined the effects of Green Human Resource Management (GHRM) practices on employee performance in tertiary hospitals in South-South Nigeria. Specifically, the study examined the effects of green training and development, green performance management, and green employee involvement on quality of service delivery. A survey research design was adopted. The population comprised 13,637 clinical and non-clinical staff of six selected tertiary hospitals, from which a sample of 375 respondents was determined using the Krejcie and Morgan table. Proportionate stratified sampling followed by simple random sampling was used to select respondents. Data were collected using a structured questionnaire and analysed using descriptive statistics, including frequency counts, percentages, mean and standard deviation, while hypotheses were tested using simple regression analysis with SPSS version 27. The findings revealed that green training and development had a significant positive effect on quality of service delivery. Green performance management also had a significant positive effect, while green employee involvement significantly enhanced quality of service delivery. The study concludes that GHRM practices are important for improving employee performance and quality of service delivery in tertiary hospitals. It recommends strengthening green training, integrating environmental criteria into performance management, and increasing employee participation in green initiatives.*
Keywords: Green Human Resource Management, green training and development, green performance management, green employee involvement, quality of service delivery

INTRODUCTION

Environmental sustainability has become an increasingly important organisational concern as climate change, resource depletion, pollution and environmental degradation continue to affect the conditions under which organisations operate. These challenges have shifted attention from viewing environmental responsibility solely as an operational function to recognising the role of employees in

achieving sustainability objectives. Organisational environmental policies can only produce intended outcomes when employees possess the knowledge, skills and behavioural orientation required to implement them in their daily activities. This has strengthened interest in Green Human Resource Management (GHRM), which integrates environmental considerations into human resource policies and practices to influence employees' capabilities and behaviours towards organisational sustainability (Tran, 2025; Goodluck *et al.,* 2025).

The strategic relevance of GHRM lies in its ability to connect environmental objectives with the management of employees responsible for implementing organisational activities. By incorporating environmental considerations into training and development, performance management and employee involvement, GHRM can make environmental responsibility part of employees' routine work expectations. According to Johnson, et. al., (2026), human resources management involves all managerial activities from the attraction of talented applicants, their enrolment into the organisation and subsequently managing their activities up to their retirements or other forms of separation from the organization. This is important because employees make daily decisions concerning resource utilisation, compliance with procedures and execution of operational activities. However, the above listed activities should be carried out with aim of getting employees who align with the environmental prospectives sets by the organization. When environmental expectations are embedded in human resource practices, employees can better understand how their responsibilities contribute to organisational sustainability (Ekanem *et al.*,2023; Edem *et al.*,2026). However, difficulties in translating environmental expectations into consistent employee practices can weaken the implementation of organisational sustainability objectives.

The relevance of GHRM is particularly evident in healthcare institutions, where clinical, administrative and support activities require continuous consumption of energy, water, medical supplies and other resources. Tertiary hospitals also generate different categories of healthcare waste requiring appropriate segregation, handling and disposal. Consequently, environmental responsibility in hospitals is closely connected to the way employees perform their duties. Inefficient resource utilisation, inappropriate waste management and weak adherence to environmental procedures can create environmental risks while also affecting operational efficiency and service delivery. To protect the environment, there is need for these institutions to comply with relevant ethical standards (Uwa, Akpaetor & Johnson, 2018) These concerns are particularly relevant in South-South Nigeria, where environmental challenges associated with pollution, inadequate waste management and ecological degradation have heightened the importance of environmentally responsible organisational practices (Ezeudu *et al.,* 2022; Ezekiel *et al.,* 2024). Such operational pressures make the integration of environmental considerations into the management of hospital employees particularly important for sustainable and effective service delivery.

Green training and development provides a mechanism through which environmental expectations can be converted into employee capability. Employees require practical knowledge and skills to incorporate environmental considerations into specific work activities (Inyang *et al.*,2026). In tertiary hospitals, training in waste segregation, resource conservation, energy efficiency and environmentally responsible use of medical supplies can influence how employees execute their duties. Where these competencies are developed, employees are better positioned to integrate environmental requirements with their conventional responsibilities. Conversely, inadequate environmental training can constrain employees' capacity to translate organisational sustainability requirements into effective workplace practices (Ramachandran *et al.,* 2024). Research indicates the role of green training in developing

employees' environmental knowledge and competencies, highlighting its relevance to organisational outcomes (Ovais and Khan Alwi, 2024).

Beyond developing employee capability, the effectiveness of these competencies also depends on how environmental responsibilities are incorporated into the assessment and management of employee performance. Green performance management integrates environmental considerations into performance standards, appraisal criteria, targets and feedback mechanisms. Its importance arises from its capacity to transform environmental objectives from general organisational expectations into specific employee responsibilities (Ramachandran *et al.*, 2024; Edem *et al.*,2026). In tertiary hospitals, employees can be assessed on adherence to environmental procedures, responsible use of resources and contribution to environmental objectives alongside their conventional duties. Such assessment can reinforce accountability and encourage more consistent application of environmentally responsible practices (Renwick *et al.*, 2013). Where environmental responsibilities are not adequately incorporated into performance assessment, employees may have limited incentives to give them sustained attention in the execution of their duties. While training develops capability and performance management establishes accountability, employees also require opportunities to contribute to the environmental practices they are expected to implement. Green employee involvement provides this participatory dimension of GHRM by creating opportunities for employees to identify environmental problems, contribute ideas and participate in initiatives designed to improve environmental performance. Employee performance contributes to achievement of organisational goal (Johnson, Emerole & Okebaram, 2024). Employees who directly perform organisational activities often possess practical knowledge of operational problems that may not be apparent to management. Their involvement can therefore help organisations develop solutions that are more responsive to actual work conditions (Pham *et al.*, 2019; Edem *et al.*,2026). In tertiary hospitals, employee contributions can relate to waste reduction, resource conservation, energy efficiency and environmentally responsible service processes. Green employee involvement can consequently strengthen shared responsibility for environmental objectives and encourage employees to take greater ownership of sustainability practices (Marini *et al.*, 2023).

The combined contribution of these GHRM practices is relevant to quality of service delivery. Effective healthcare operations depend not only on employees possessing the required competencies but also on how consistently those competencies are applied and how actively employees contribute to improving work processes. Quality of service delivery reflects the extent to which healthcare services are provided efficiently, reliably and in accordance with expected standards (World Health Organization *et al.*, 2018; Okon *et al.*, 2026). Green training and development can strengthen employees' capacity to perform their duties, green performance management can reinforce accountability for expected practices, while green employee involvement can draw employees' operational knowledge into organisational improvement. Through these mechanisms, environmental considerations can become integrated into everyday work practices rather than remaining separate from service operations. The relevance of these practices is further supported by evidence that GHRM can enhance employee motivation, organisational commitment and responsible workplace behaviour, which can strengthen employees' willingness and capacity to perform their duties in ways that support effective and reliable service delivery (Cen, 2023).

In Nigeria, however, the implementation of environmentally responsible human resource practices in healthcare institutions is confronted by challenges including inadequate environmental training, resource constraints, limited institutional capacity and resistance to organisational change (Ucha *et al.*,

2024). These conditions can affect the development of employees' environmental competencies, the incorporation of environmental responsibilities into performance management and opportunities for employee involvement. The resulting difficulty in embedding environmental considerations into everyday hospital activities reinforces the need for human resource practices that can align employee capabilities and behaviours with both environmental and service objectives.

These considerations underscore the need to examine how green training and development, green performance management and green employee involvement can align employees' capabilities, accountability and participation with the environmental and operational requirements of tertiary hospitals. Accordingly, the study examines the effects of these GHRM practices on employee performance, operationalised through quality of service delivery, in tertiary hospitals in South-South Nigeria

Statement of the Problem

Tertiary hospitals in South-South Nigeria operate in an environment where the quality of healthcare service delivery is increasingly important, while the institutions simultaneously face growing environmental and operational demands. Hospital activities involve substantial consumption of energy, water, medical supplies and other resources, as well as the generation of medical and other forms of waste. Where employees lack adequate environmental competencies, clear environmental performance expectations and opportunities to contribute to sustainability initiatives, the implementation of environmentally responsible work practices can become inconsistent. Such deficiencies can have implications not only for environmental management but also for the efficiency and quality of services delivered by healthcare institutions.

The problem is particularly evident in the human resource dimension of environmental management. Green training and development is expected to equip employees with the knowledge and skills required to incorporate environmental considerations into their duties. However, inadequate exposure to environmentally oriented training can leave healthcare employees insufficiently prepared to practise effective waste management, conserve resources and comply with relevant environmental procedures. Similarly, where environmental responsibilities are not adequately incorporated into employee performance management systems, employees may lack clear performance expectations and feedback concerning their environmental responsibilities. The absence of systematic employee involvement can further limit opportunities for healthcare workers to contribute ideas and participate in initiatives designed to improve environmental practices within their institutions.

These challenges are important because the quality of healthcare service delivery depends substantially on employees' competencies, compliance with procedures, efficient utilisation of resources and responsiveness to organisational requirements. Poor integration of environmental considerations into human resource practices can therefore represent a missed opportunity to improve both environmental responsibility and service delivery. However, it cannot be assumed that the existence of GHRM practices automatically produces better service delivery. The magnitude and direction of their effects require empirical verification within the specific context of tertiary healthcare institutions. Furthermore, existing empirical studies on GHRM have largely concentrated on sectors such as manufacturing, banking, education, public service and other organisational settings, with comparatively limited attention to tertiary healthcare institutions. Even where GHRM has been examined in relation to employee or organisational outcomes, limited attention has been given to the effects of green training and development, green performance management and green employee

involvement on quality of service delivery, particularly within tertiary healthcare institutions. This creates a contextual and empirical gap, particularly in tertiary hospitals in South-South Nigeria.

The absence of sufficient empirical evidence on these effects limits the ability of hospital administrators and policymakers to determine which GHRM practices should receive greater attention in developing human resource strategies for sustainable and effective healthcare delivery. The study therefore seeks to address this gap by examining the effects of green training and development, green performance management and green employee involvement on quality of service delivery in tertiary hospitals in South-South Nigeria.

Objectives of the Study

The main objective of the study was to examine the effects of Green Human Resource Management practices on employee performance in tertiary hospitals in South-South Nigeria.Specifically the study sought to:

i. examine the effect of green training and development on quality of service delivery in tertiary hospitals in South-South Nigeria;

ii. investigate the effect of green performance management on quality of service delivery in tertiary hospitals in South-South Nigeria; and

iii. assess the effect of green employee involvement on quality of service delivery in tertiary hospitals in South-South Nigeria.

1.3 Research Hypotheses

The following hypotheses were proposed to guide the study:

H_{01}: Green training and development has no significant effect on quality of service delivery in tertiary hospitals in South-South Nigeria.

H_{02}: There is no significant effect of green performance management on quality of service delivery in tertiary hospitals in South-South Nigeria.

H_{03}: Green employee involvement has no significant effect on quality of service delivery in tertiary hospitals in South-South Nigeria.

LITERATURE/THEORETICAL UNDERPINNING

Conceptual Review

This section discusses the key concepts and constructs underlying the study

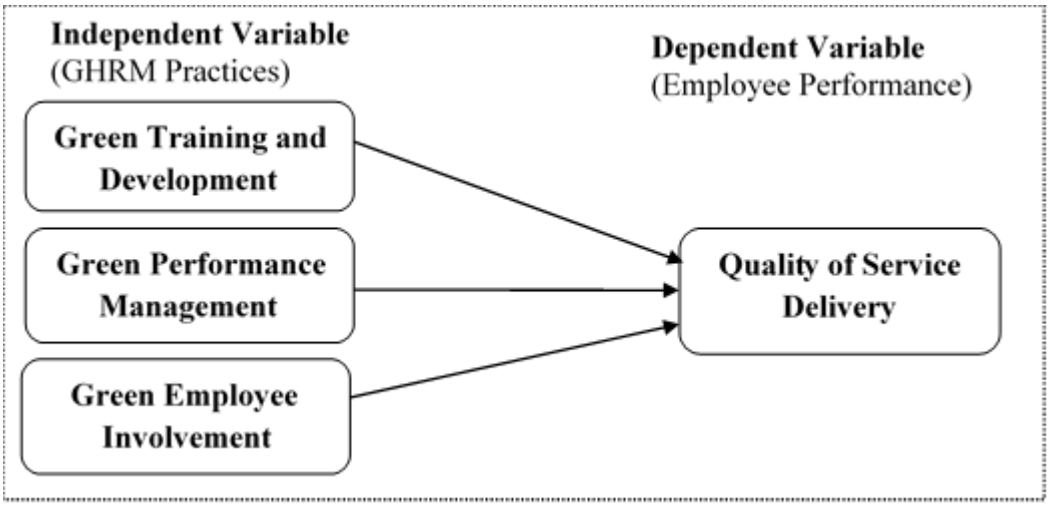

Figure 1: Conceptual Framework showing the effect of Green Human Resource Practices and Employee Performance of the Tertiary Hospitals in South-South Nigeria.

The framework shows that the three Green HRM practices (green employee involvement, green training and development, green performance management) are expected to positively influence employee performance (operationalized as quality of service delivery) in the tertiary hospitals in South-South Nigeria.

Green Human Resource Management (GHRM) Practices

Green Human Resource Management (GHRM) Practices integrates environmental sustainability into HR practices to align workforce behavior with organizational green goals. It goes beyond traditional HR functions by embedding ecological considerations into every aspect of human resource management, ensuring that employees contribute to sustainable practices while performing their roles. GHRM encompasses eco-friendly green employee involvement, training, performance management, and other practices that promote energy efficiency, waste reduction, and sustainable resource use throughout the organization (Ezekiel *et al.,* 2024). Green employee involvement encourages employees to actively participate in environmental initiatives and contribute ideas, decisions, and actions that support environmentally sustainable practices within the organization. It fosters a sense of responsibility and shared ownership of green goals through activities such as conserving energy, reducing waste, supporting recycling initiatives, and using resources efficiently (Ezekiel *et al.,* 2024). Training programs equip employees with knowledge and skills to further reduce environmental impact in daily operations. Performance management systems can include metrics related to green practices, rewarding those who actively support sustainability initiatives (Sajuiygbe *et al.,* 2024).

GHRM also encourages a green culture by incentivizing environmentally responsible behaviors, such as reducing paper usage, adopting telecommuting, supporting recycling initiatives, and conserving energy in the workplace. By embedding sustainability in HR policies and practices, organizations not only comply with environmental regulations but also enhance corporate reputation, employee satisfaction, and long-term competitiveness (Ramachandran *et al.,* 2024). In essence, GHRM transforms human capital into a strategic driver of ecological responsibility, making environmental

stewardship an integral part of organizational strategy and ensuring that sustainability becomes a shared value embraced by all employees.

Green Training and Development

Green training and development is an organizational strategy aimed at equipping employees with knowledge, skills, and behaviors that promote environmental sustainability and compliance with environmental standards in the workplace (Renwick *et al.,* 2013;Inyang *et al.*,2026). It focuses on integrating eco-friendly practices into everyday work processes such as energy conservation, waste reduction, sustainable resource use, and pollution prevention. Effective green training programs use formal instruction, workshops, on-the-job training, and awareness initiatives to build a culture of environmental responsibility (Ovais & Khan Alwi,2024). Beyond improving ecological outcomes, green training enhances operational efficiency, employee engagement, and organizational reputation. It also encourages innovation in sustainable products and processes by enabling employees to contribute ideas that reduce environmental impacts (Ramachandran *et al.*,2024). By aligning human capital development with environmental goals, organizations can support long-term sustainability, regulatory compliance, and competitive advantage while transforming employees into proactive agents of change.

Green Performance Management

Green performance management is a strategic approach that integrates environmental sustainability into organizational performance evaluation. Organisations needs to develop this sense of dedication among its workforce if they must succeed (Johnson & Uwah, 2026) It emphasizes measuring, monitoring, and improving eco-friendly practices, such as energy efficiency, waste reduction, and sustainable resource use (Renwick *et al.,* 2013;Edem *et al.*,2026). By aligning individual and departmental goals with environmental objectives, organizations foster accountability and incentivize green behavior. Key components include setting clear sustainability metrics, tracking carbon footprints, incorporating environmental criteria into performance appraisals, and promoting continuous eco-innovation (Malik *et al.*,2020). This approach not only enhances corporate social responsibility but also drives operational efficiency, cost savings, and regulatory compliance. Green performance management encourages a culture where employees actively contribute to environmental goals, positioning the organization as both socially responsible and competitive in an increasingly eco-conscious market (Martins *et al.*,2020). It bridges performance management with sustainability, ensuring long-term ecological and economic benefits

Green Employee Involvement

Green Employee Involvement concerns employees' active participation in organisational environmental management and sustainability activities. It encompasses opportunities for employees to contribute ideas, participate in green decision-making, serve on environmental committees, and engage in activities such as waste reduction, recycling, energy conservation, and efficient resource utilisation(Sajuiygbe *et al.*,2024; Edem *et al*.,2026). The concept also emphasises management's encouragement, recognition, and support for employees' environmental contributions(Pham *et al*., 2019). Through active participation, employees become contributors to organisational environmental objectives rather than mere recipients of green policies(Marini *et al*., 2023).Such involvement can foster environmental responsibility, strengthen commitment to sustainable practices, and contribute to improved organisational performance.

Employee Performance

Employee performance is a critical measure of organizational success, reflecting how effectively individuals achieve their job responsibilities and contribute to company goals. High-performing employees demonstrate reliability, productivity, and adaptability, often exceeding expectations through initiative, creativity, and collaboration (DeNisi & Murphy, 2017;Bassey *et al.*,2025). Performance is influenced by skills, motivation, work environment, and leadership support. Regular monitoring through clear objectives, key performance indicators (KPIs), and constructive feedback ensures alignment with organizational priorities. Continuous performance evaluation not only identifies strengths and areas for improvement but also fosters professional growth, employee engagement, and accountability (Schleicher et al,2018;Okafor *et al.*,2023). Organizations benefit from structured performance management systems, including training, mentoring, and recognition programs, which motivate employees and enhance overall efficiency (Zahrani, 2026). Overall, consistent assessment and support of employee performance drive innovation, customer satisfaction, and sustainable business growth, creating a culture where excellence is recognized and rewarded.

Quality of Service Delivery

Quality of service delivery denotes the degree to which services fulfill or surpass client expectations while maintaining efficiency, reliability, and consistency. It encompasses timely provision, accuracy, responsiveness, and professionalism in client interactions (Sugiarto & Octaviana, 2021;Okon *et al.*,2026). Effective service delivery is underpinned by well-structured processes, adequately trained personnel, and continuous monitoring mechanisms to identify and rectify deficiencies. Utilization of client feedback, performance indicators, and benchmarking against best practices is critical for sustaining high standards (Rijwani *et al.*2018). Organizations that prioritize quality service delivery enhance stakeholder trust, improve client satisfaction, and strengthen institutional reputation. Moreover, the integration of technological solutions and innovative practices can optimize operations, minimize errors, and increase accessibility (Sugiarto & Octaviana, 2021). In summary, quality service delivery transcends mere compliance with contractual obligations, focusing on creating meaningful value, demonstrating accountability, and promoting sustainable organizational development. Continuous improvement and a client-centered approach are integral to achieving service excellence

Theoretical Framework

This study is anchored on the Resource-Based View (RBV) theory, which was introduced by Wernerfelt (1984) and subsequently developed by Barney (1991). The theory holds that organisations can achieve sustained competitive advantage by developing and deploying resources that are valuable, rare, difficult to imitate and non-substitutable. It places emphasis on the strategic value of organisational resources and capabilities that competitors cannot easily replicate(Barney, 1991). Within the context of Green Human Resource Management (GHRM), RBV provides a useful basis for understanding employees and the knowledge, skills, attitudes and behaviours they develop as strategic resources capable of supporting organisational sustainability and performance (Malik *et al.,* 2020).

GHRM practices provide mechanisms through which organisations develop and utilise these human resources. Green training and development equips employees with the knowledge and skills required to incorporate environmental considerations into their work activities. Green performance management reinforces these capabilities by integrating environmental expectations into performance standards, appraisal and feedback, thereby encouraging employees to apply their competencies in ways

that support organisational objectives. Green employee involvement further enables employees to contribute ideas, participate in environmental initiatives and take shared responsibility for improving organisational practices(Goodluck *et al.,* 2025;Edem *et al.,*2026). Collectively, these practices can strengthen employees' knowledge, capabilities and behavioural orientation, which constitute important components of the organisation's human resource base.

The RBV perspective is particularly relevant to employee performance because the value of GHRM does not lie solely in the existence of environmental policies but in the capabilities employees develop and apply in carrying out their responsibilities. Employees who possess relevant environmental knowledge, receive performance guidance and participate in organisational improvement initiatives are better positioned to apply their competencies to workplace activities(Inyang *et al.,*2026). In tertiary hospitals, such capabilities can support responsible resource utilisation, adherence to environmental procedures and effective execution of service-related tasks. GHRM can therefore contribute to employee performance by developing human capital into an organisational capability that supports environmental responsibility and quality service delivery (Ali *et al.,* 2024).

RBV further suggests that organisational resources generate value when they are effectively developed, coordinated and deployed. GHRM practices therefore represent more than routine human resource activities; they provide mechanisms for developing employee capabilities that can become strategically valuable to the organization (Apascaritei & Elvira,2022). In resource-constrained healthcare environments, the effective utilisation of existing human resources is particularly important because employee knowledge, skills and participation can contribute to improved work processes without depending entirely on additional physical resources. Investments in GHRM can thus strengthen the organisation's human capital while supporting environmental and service objectives (Ayari & Al Meer, 2025).

Therefore, RBV provides a theoretical explanation for examining GHRM as a means of developing strategic human resources within tertiary hospitals. Green training and development strengthens employee capabilities, green performance management directs and reinforces their application, while green employee involvement facilitates the utilisation of employees' knowledge and participation in organisational improvement. These mechanisms provide the theoretical basis for examining the effects of GHRM practices on employee performance, operationalised through quality of service delivery, in tertiary hospitals in South-South Nigeria.

Empirical Review

Edem *et al.* (2026) examined the effect of Green Human Resource Management (GHRM) practices on employee performance in the Akwa Ibom State Environmental Protection and Waste Management Agency (AKSEPWMA), Nigeria. The study adopted a survey design and census approach involving 34 employees. Data were collected through a structured questionnaire and analysed using simple linear regression. The findings showed that green training and development, green performance management, and green employee involvement had significant positive effects on service quality. The study concluded that GHRM practices enhanced service quality and employee performance.

Inyang *et al.* (2026) examined the effects of green training and development practices on employee performance in the Akwa Ibom State Ministry of Environment and Petroleum Resources, Nigeria. The study focused on environmental awareness and green skills development. A survey research design was adopted, with a population of 272 employees, from which 160 employees were selected using the

Krejcie and Morgan sample-size table. Data were collected through a structured questionnaire and analysed using regression analysis. The findings showed that environmental awareness and green skills development each had a significant positive effect on employee performance, while their joint effect was also significant and positive. The study concluded that green training and development practices enhance employee performance and recommended continuous environmental awareness programmes, green-skills training, workshops, seminars, and on-the-job capacity building.

Wati and Almadana (2025) investigated the impact of green human resource management (HRM) practices on employee performance within the state banking sector, emphasizing the mediating roles of transformational leadership, employee affective commitment, and readiness to change capability. The study adopted a quantitative research design. Data were obtained through a questionnaire. The data were analysed, and Structural Equation Modeling (SEM) and multivariate analysis were used to test the hypotheses and examine relationships between variables. The findings revealed that green HRM practices enhanced employee performance by fostering affective commitment and change readiness. Transformational leadership further strengthens this relationship by improving employees' adaptability and employee engagement. It was concluded that integrating green HRM with transformational leadership and change readiness are key mechanisms for improving employee performance.

Goodluck *et al.* (2025) investigated the impact of Green Human Resource Management (GHRM) practices on business sustainability in selected SMEs in Port Harcourt, Nigeria. A descriptive survey design was used to investigate a population of 697 employees of selected SMEs in Port Harcourt, and a sample size of 254 was derived from the population using Taro Yamane's formula. Well-structured questionnaires were used to obtain data. The data obtained were analyzed through regression analysis using SPSS. Findings of the study showed a significant positive correlation between green human resources and sustainability, revealing that companies implementing green policies enjoyed enhanced employee engagement, reduced costs, and better environmental compliance. Additionally, training in environmental practices and promoting sustainable behavior were necessary factors for these positive outcomes. Hence, it was concluded that Green Human Resource Management (GHRM) practices, including green recruitment and selection, green training and development, and green pay and reward, were strongly positively correlated with the business sustainability of Port Harcourt SMEs. It was recommended, among other things, that SMEs should integrate green criteria into their recruitment and selection procedures to ensure job descriptions accurately reflect environmental responsibilities.

Maganti (2025) examined the relationship between green human resource management (GHRM) practices, focusing on green recruitment, green training, green performance appraisal, and green rewards, and the performance of the organization in terms of sustainability (OSP). The primary objective was to develop an intensive framework on how multidimensional GHRM practices can achieve sustainability objectives by promoting pro-environmental behavior and organizational commitment to green initiatives among employees in Africa, West Africa, and Nigeria. The study employed a conceptual research method that collected information from secondary sources, including peer-reviewed journals, books, conference proceedings, and historical literature. The findings indicated that implemented GHRM practices can positively influence economic efficiency, as they may be wise and far-sighted environmentally and socially. The study concluded that a multidimensional approach to GHRM not only strengthens organizational sustainability performance but also provides a strong basis for policy formulation and future empirical research at both global and

African organizational levels. It thus recommended focusing on the embrace of integrated GHRM strategies, developing

Ezekiel *et al.* (2024) examined the impact of green human resource management (GHRM) practices on organizational productivity in tertiary institutions in Nigeria. The study employed a cross-sectional survey research design using a structured questionnaire. The population comprised 5,028 employees across all six federal polytechnics in South Nigeria. A sample of 371 participants was determined using Taro Yamane's sample size formula, with proportional allocation applied to select participants from each institution. Data analysis was conducted using structural equation modeling (SEM) via Smart-PLS 4.0. The results revealed that green innovation orientation (GIO), green recruitment and selection (GRCM), and green training and development (GRS) have significant positive effects on organizational productivity. The study concluded that the adoption of green human resource management practices is essential for achieving optimal productivity in federal polytechnics in South West Nigeria. Based on these findings, the study recommended that management of federal polytechnics in South West Nigeria should implement environmentally conscious employer branding strategies to attract, select, and retain employees with a green orientation.

Ramachandran *et al.* (2024) examined the impact of Green Human Resource Management (GHRM) on work performance, employing a quantitative approach. Data were collected using a questionnaire, and hypotheses were tested using regression and correlation. The results revealed a significant positive correlation between employee job performance and the five dimensions of green human resource management practices, which include green recruitment and selection, green performance management, green compensation and incentive systems, green training, and green participation. The study concluded that the adoption of green HRM practices can positively impact workers. Therefore, it recommended that integrating these practices can enhance employee employee engagement, job satisfaction, and motivation, ultimately contributing to improved overall performance.

Sajuiygbe *et al.* (2024) investigated the mediating effect of organizational culture on the relationship between green human resource management practices and environmental performance. A survey research design was adopted for the study. The population of study consisted of 323 employees of food and beverage manufacturing companies in Southwest Nigeria. The data were collected using questionnaire and was analyzed using structural equation modeling. The findings showed that employee performance positively related to green human resource management practices, including green recruitment and selection, green career development, green performance appraisal, green reward system, and green participation, and organizational culture. The authors concluded that nurturing a green organizational culture can amplify the effectiveness of green human resource management practices in promoting environmental sustainability and performance.

Pham *et al.* (2019) examined the relationship between Green Human Resource Management practices and organisational citizenship behaviour for the environment in the hospitality industry in Vietnam. Using a mixed-method approach, the researchers surveyed employees from four- and five-star hotels. The study examined green training, green performance management and green employee involvement as key Green Human Resource Management practices. The findings demonstrated significant relationships between the practices and organisational citizenship behaviour for the environment, with green training emerging as an important mechanism for developing employees' environmentally responsible behaviour.

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METHODOLOGY

The study adopted a survey research design.The design was considered appropriate because it enabled the researcher to obtain data from a relatively large number of respondents across the selected tertiary hospitals at a specific point in time. It also provided a suitable basis for examining the effects of the study variables and generalising the findings to the study population. The population of the study comprised 13,637 clinical and non-clinical staff of the six selected tertiary hospitals in South-South Nigeria. The population figures were obtained from the Human Resources (HR) units of the respective hospitals. The distribution of the study population is presented in Table 3.1.

Table 3.1: Population Distribution of the Selected Tertiary Hospitals

S/N	Tertiary Hospital	Population
1.	University of Uyo Teaching Hospital (UUTH)	2,359
2.	University of Calabar Teaching Hospital (UCTH)	2,946
3.	University of Port Harcourt Teaching Hospital (UPTH)	2,182
4.	University of Benin Teaching Hospital (UBTH)	2,162
5.	Delta State University Teaching Hospital (DELSUTH)	2,031
6.	Niger Delta Teaching Hospital (NDUTH)	1,957
	Total	**13,637**

Source: Human Resources Units of the Selected Tertiary Hospitals (2026).

The sample size for the study was determined using the Krejcie and Morgan (1970) table for determining sample size. For a population of 13,637, the table indicated a sample size of 375 respondents. The sample size was therefore considered adequate for the study.Since the study population was distributed across six different tertiary hospitals, the sample of 375 respondents was proportionately allocated to the hospitals to ensure that each hospital was represented according to its share of the total population.The proportionate allocation was determined using the formula:

$$n_i = \frac{N_i}{N} \times n$$

Where:
n_i = Sample size allocated to each hospital
N_i = Population of each hospital
N = Total population of the six hospitals
n = Total sample size

Thus, for the University of Uyo Teaching Hospital (UUTH):

$$n_{UUTH} = \frac{2,35}{13,637} \times 375$$

= 64.87
Proximately = 65 respondents
The same procedure was applied to the remaining hospitals. The resulting proportionate sample allocation is presented in Table 3.2.

Table 3.2: Proportionate Allocation of Sample Size

S/N	Tertiary Hospital	Population (N_i)	Proportionate Sample
1.	University of Uyo Teaching Hospital (UUTH)	2,359	65
2.	University of Calabar Teaching Hospital (UCTH)	2,946	81
3.	University of Port Harcourt Teaching Hospital (UPTH)	2,182	60
4.	University of Benin Teaching Hospital (UBTH)	2,162	59
5.	Delta State University Teaching Hospital (DELSUTH)	2,031	56
6.	Niger Delta Teaching Hospital (NDUTH)	1,957	54
	Total	**13,637**	**375**

Source: Researcher's computation (2026)

A proportionate stratified sampling procedure followed by simple random sampling was used to select the respondents. The six selected tertiary hospitals constituted the sampling strata. The total sample size of 375 respondents was first distributed proportionately among the hospitals based on their respective staff populations, as shown in Table 3.2. Thereafter, simple random sampling was used to select respondents from the clinical and non-clinical staff within each hospital. This procedure ensured that respondents were selected from each hospital in proportion to its population size and that eligible members of the population had an equal opportunity of being selected. Data were collected using a structured questionnaire developed in line with the objectives and hypotheses of the study. The questionnaire employed a five-point Likert scale, ranging from 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Undecided (U), 2 = Disagree (D), to 1 = Strongly Disagree (SD). The instrument was structured into sections covering the relevant dimensions of the independent and dependent variables. The validity of the research instrument was established through content and construct validity. For content validity, copies of the questionnaire were subjected to expert evaluation by specialists in Business Management and related fields to determine the adequacy, relevance, clarity and appropriateness of the items in measuring the study variables. Construct validity was further assessed using Exploratory Factor Analysis (EFA). Items with factor loadings of 0.50 and above were considered acceptable for retention. The reliability of the instrument was assessed using Cronbach's alpha coefficient to determine the internal consistency of the questionnaire items. The reliability test was conducted after the pilot administration of the instrument. A Cronbach's alpha coefficient of 0.70 or above was considered acceptable for establishing satisfactory internal consistency.Cronbach's alpha reliability test is presented in Table 3.3.

Table 3.3: Cronbach's Alpha Reliability Coefficients of the Research Instrument

Variables/Dimensions	Number of Items	Cronbach's Alpha
Green Training and Development	5	0.82
Green Performance Management	5	0.85
Green Employee Involvement	5	0.79
Quality of Service Delivery (Dependent Variable)	5	0.88
Overall	**20**	**0.86**

Source: Field Survey, (2026)

The reliability of the research instrument was assessed using Cronbach's Alpha coefficient. As presented in Table 3.3, the Cronbach's Alpha coefficients for the dimensions ranged from 0.79 to 0.88, while the overall reliability coefficient was 0.86. These values exceed the commonly accepted

threshold of 0.70, indicating a satisfactory level of internal consistency among the questionnaire items. Therefore, the research instrument was considered reliable and suitable for the study.

The data collected were analysed using both descriptive and inferential statistics. Descriptive statistics, particularly frequency, percentage, mean and standard deviation, were used to summarise the responses and describe the demographic characteristics of the respondents. Inferential statistics were used to test the hypotheses formulated for the study. Specifically, simple regression analysis was employed to determine the effect of each dimension of the independent variable on the dependent variable. The decision on the hypotheses was based on a 0.05 level of significance. The statistical analysis was conducted using Statistical Package for the Social Sciences (SPSS), version 27

RESULTS/FINDINGS

A total of 375 copies of the questionnaire were administered to respondents across the six selected tertiary hospitals in South-South Nigeria. Of this number, 364 copies were duly completed and returned, representing a response rate of 97.07%. The 364 completed questionnaires were considered adequate and constituted the basis for the subsequent data analysis. The remaining 11 copies of the questionnaire were either not returned or were not sufficiently completed for inclusion in the analysis, representing a non-response rate of 2.93%. The high response rate provided an adequate pool of usable responses for the statistical analysis of the study.

Analysis of Demographic Characteristics of Respondents

Table 4.1: Demographic Characteristics of Respondents (n = 364)

Demographic Characteristics	Category	Frequency (f)	Percentage (%)
Sex	Male	214	58.8
	Female	150	41.2
	Total	**364**	**100.0**
Age	20–29 years	52	14.3
	30–39 years	128	35.2
	40–49 years	119	32.7
	50 years and above	65	17.9
	Total	**364**	**100.1**
Educational Qualification	OND/NCE	36	9.9
	HND/Bachelor's degree	161	44.2
	Master's degree	126	34.6
	Doctorate degree	41	11.3
	Total	**364**	**100.0**
Length of Service	Below 5 years	71	19.5
	5–9 years	103	28.3
	10–14 years	108	29.7
	15 years and above	82	22.5
	Total	**364**	**100.0**

Table 4.1 shows the demographic characteristics of the 364 respondents whose questionnaires were validly completed and returned. In terms of sex, 214 respondents (58.8%) were male, while 150 respondents (41.2%) were female, indicating a higher representation of male respondents. With respect to age, the largest proportion of respondents, 128 (35.2%), fell within the 30–39 years age bracket, followed by 119 respondents (32.7%) who were aged 40–49 years. Respondents aged 50 years and above accounted for 65 (17.9%), while those aged 20–29 years constituted 52 (14.3%). This suggests that most respondents were within the active working-age groups of 30–49 years. Regarding educational qualification, respondents with HND/Bachelor's degrees constituted the largest group, with 161 (44.2%), followed by those with Master's degrees, 126 (34.6%). Doctorate degree holders accounted for 41 (11.3%), while 36 respondents (9.9%) possessed OND/NCE qualifications. The distribution indicates that the respondents generally possessed educational qualifications considered adequate for providing informed responses to the study instrument. In terms of length of service, 108 respondents (29.7%) had served for 10–14 years, representing the largest category, followed by 103 respondents (28.3%) with 5–9 years of service. Respondents with 15 years and above accounted for 82 (22.5%), while 71 (19.5%) had less than five years of service. This indicates that a substantial proportion of the respondents had considerable organisational experience, which could enhance their familiarity with workplace practices and service delivery processes.

TABLE 4.2 Descriptive Statistics of Questionnaire Responses

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Decision
Green Training and Development	364	1.80	5.00	3.86	0.71	High
Green Performance Management	364	1.60	5.00	3.79	0.74	High
Green Employee Involvement	364	1.80	5.00	3.91	0.68	High
Overall	**364**	**1.73**	**5.00**	**3.85**	**0.71**	**High**

Source: Field Survey, (2026)

The descriptive statistics in table 4.2 indicate that green training and development recorded a mean score of 3.86 with a standard deviation of 0.71, indicating a high level of green training and development practices among the respondents. This suggests that the organisations provide considerable opportunities for employees to acquire knowledge, skills and competencies relating to environmental sustainability and green practices. Green performance management recorded a mean of 3.79 and a standard deviation of 0.74, also indicating a high level of implementation. This implies that environmental considerations are incorporated to a considerable extent into employee performance assessment, target setting and performance evaluation. Green employee involvement had the highest mean score of 3.91, with a standard deviation of 0.68, indicating a high level of employee involvement in environmental management activities. The result suggests that employees are relatively well involved in environmental initiatives, green decision-making and sustainability-related activities within the organisations. Overall, the combined mean of 3.85 indicates a high level of green human resource management practices across the three dimensions. Among the three dimensions, green employee involvement recorded the highest mean (3.91), followed by green training and development (3.86), while green performance management recorded the lowest mean (3.79). Nevertheless, all three

dimensions fall within the high category, suggesting that green-oriented HR practices are substantially implemented among the organisations represented by the respondents.

Test of Hypotheses

H_{o1}: Green training and development has no significant effect on quality of service delivery in tertiary hospitals in South-South Nigeria.

Table 4.3 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.954[a]	.909	.909	.24366	1.223

a. Predictors: (Constant), Green_Training_an_Development
b. Dependent Variable: Quality_of_Service_Delivery

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	144.565	1	144.565	2434.885	.000[b]
	Residual	14.427	363	.059		
	Total	158.992	364			

a. Dependent Variable: Quality_of_Service_Delivery
b. Predictors: (Constant), Green_Training_an_Development

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.119	.077		1.533	.127
	Green Training and Development	.954	.019	.954	49.345	.000

a. Dependent Variable: Quality of Service Delivery

Table 4.3 presents the regression results on the effect of Green Training and Development on Quality of Service Delivery in tertiary hospitals in South-South Nigeria. The model summary shows an R-value of 0.954, indicating a very strong positive relationship between the variables. The R^2 of 0.909 indicates that Green Training and Development explains 90.9% of the variation in Quality of Service Delivery, while the remaining 9.1% is explained by other factors outside the model. The ANOVA result shows that the model is statistically significant ($F = 2434.885$, $p < .001$), indicating that Green Training and Development significantly predicts Quality of Service Delivery. The coefficient results further show a positive effect ($B = 0.954$; $\beta = 0.954$), indicating that a one-unit increase in Green Training and Development is associated with a 0.954-unit increase in Quality of Service Delivery. The t-value of 49.345 ($p < .001$) confirms that the effect is statistically significant. Based on these findings,

the null hypothesis is rejected. It is therefore concluded that Green Training and Development has a significant positive effect on Quality of Service Delivery in tertiary hospitals in South-South Nigeria.

H_{02}: There is no significant effect of green performance management on quality of service delivery in tertiary hospitals in South-South Nigeria.

Table 4.4 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.957[a]	.916	.915	.23471	1.467

a. Predictors: (Constant), Green_Performance_Mgt
b. Dependent Variable: Quality_of_Service_Delivery

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	145.605	1	145.605	2643.019	.000[b]
	Residual	13.387	363	.055		
	Total	158.992	364			

a. Dependent Variable: Quality_of_Service_Delivery
b. Predictors: (Constant), Green_Performance_Mgt

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.583	.065		8.915	.000
	Green_Performance_Mgt	.861	.017	.957	51.410	.000

a. Dependent Variable: Quality_of_Service_Delivery

Table 4.4 presents the regression results on the effect of Green Performance Management on Quality of Service Delivery in tertiary hospitals in South-South Nigeria. The model summary shows an R-value of 0.957, indicating a very strong positive relationship between the variables. The R^2 of 0.916 indicates that Green Performance Management explains 91.6% of the variation in Quality of Service Delivery, while the remaining 8.4% is explained by other factors outside the model. The ANOVA result shows that the model is statistically significant ($F = 2643.019$, $p < .001$), indicating that Green Performance Management significantly predicts Quality of Service Delivery. The coefficient results further show a positive effect ($B = 0.861$; $\beta = 0.957$), indicating that a one-unit increase in Green Performance Management is associated with a 0.861-unit increase in Quality of Service Delivery. The t-value of 51.410 ($p < .001$) confirms that the effect is statistically significant. Based on these findings, the null hypothesis is rejected. It is therefore concluded that Green Performance Management has a significant positive effect on Quality of Service Delivery in tertiary hospitals in South-South Nigeria.

H_{03}: Green employee involvement has no significant effect on quality of service delivery in tertiary hospitals in South-South Nigeria.

Table 4.5 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.882[a]	.777	.777	.38155	1.438

a. Predictors: (Constant), Green_Employee_Involement
b. Dependent Variable: Quality_of_Service_Delivery

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	123.616	1	123.616	849.128	.000[b]
	Residual	35.376	363	.146		
	Total	158.992	364			

a. Dependent Variable: Quality_of_Service_Delivery
b. Predictors: (Constant), Green_Employee_Involement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.310	.124		2.499	.013
	Green_Employee_Involement	.919	.032	.882	29.140	.000

a. Dependent Variable: Quality_of_Service_Delivery

Table 4.5 presents the regression results on the effect of Green Employee Involvement on Quality of Service Delivery in tertiary hospitals in South-South Nigeria. The model summary shows an R-value of 0.882, indicating a very strong positive relationship between the variables. The R^2 of 0.777 indicates that Green Employee Involvement explains 77.7% of the variation in Quality of Service Delivery, while the remaining 22.3% is explained by other factors outside the model. The ANOVA result shows that the model is statistically significant ($F = 849.128$, $p < .001$), indicating that Green Employee Involvement significantly predicts Quality of Service Delivery. The coefficient results further show a positive effect ($B = 0.919$; $\beta = 0.882$), indicating that a one-unit increase in Green Employee Involvement is associated with a 0.919-unit increase in Quality of Service Delivery. The t-value of 29.140 ($p < .001$) confirms that the effect is statistically significant. Based on these findings, the null hypothesis is rejected. It is therefore concluded that Green Employee Involvement has a significant positive effect on Quality of Service Delivery in tertiary hospitals in South-South Nigeria.

DISCUSSION OF FINDINGS

The finding of hypothesis one indicates that Green Training and Development has a significant positive effect on Quality of Service Delivery in tertiary hospitals in South-South Nigeria. This suggests that providing employees with environmental awareness, green skills, and relevant training can improve their ability to deliver quality services. The finding agrees with Inyang *et al.* (2026), who found that

environmental awareness and green skills development had significant positive effects on employee performance in the Akwa Ibom State Ministry of Environment and Petroleum Resources. It also supports Ezekiel *et al.* (2024), who reported that green training and development significantly improved organisational productivity in Nigerian tertiary institutions. The consistency of these findings suggests that green-oriented training strengthens employees' knowledge and capabilities, thereby contributing to improved performance and service outcomes.

Similarly, the finding of hypothesis two shows that Green Performance Management has a significant positive effect on Quality of Service Delivery in tertiary hospitals in South-South Nigeria. This implies that incorporating environmental considerations into employee performance assessment and management can encourage practices that enhance service delivery. This finding corroborates Edem *et al.* (2026), who established that green performance management had a significant positive effect on service quality among employees of AKSEPWMA. Also, Ramachandran *et al.* (2024) reported a significant positive relationship between green performance management and employee job performance. These empirical findings reinforce the view that integrating green practices into performance management can improve employee performance and service outcomes.

Furthermore, the findings of hypothesis three demonstrate that Green Employee Involvement significantly enhances Quality of Service Delivery in tertiary hospitals in South-South Nigeria. This indicates that involving employees in environmental initiatives and green-related decision-making can foster greater commitment to sustainable practices and translate into better service outcomes. This outcome is supported by Pham *et al.* (2019), who found that green employee involvement was significantly related to environmentally responsible behaviour among employees in Vietnam's hospitality industry. Further support comes from Ramachandran *et al.* (2024), who reported a significant positive relationship between green participation and employee job performance. Taken together, these findings indicate that employee participation in green initiatives can strengthen workplace performance and contribute to improved organisational outcomes.

Implications for Research and Practice

The findings of the study have implications for research and practice. From a practical perspective, the significant positive effect of Green Training and Development on quality of service delivery implies that tertiary hospitals should strengthen environmental awareness programmes, green-skills training, workshops, seminars, and practical training on environmentally responsible work practices. These initiatives can equip employees with relevant knowledge and skills for improved service delivery. The significant positive effect of Green Performance Management indicates that hospital management should integrate environmental responsibilities, resource conservation, waste reduction, and compliance with green practices into employee appraisal systems. This can encourage employees to incorporate environmentally responsible practices into their routine duties and contribute to improved quality of service delivery. The significant positive effect of Green Employee Involvement implies that hospital management should provide employees with opportunities to participate in environmental decision-making, green committees, waste-management initiatives, and other sustainability activities. Employee contributions and suggestions on environmental issues should be encouraged and recognised, as greater involvement can promote responsible workplace practices and enhance service delivery.

From a research perspective, the study provides empirical evidence that Green Training and Development, Green Performance Management, and Green Employee Involvement are relevant dimensions of Green Human Resource Management for explaining quality of service delivery in tertiary hospitals. The findings therefore strengthen the empirical basis for understanding the contribution of GHRM practices to employee performance within the healthcare sector.

CONCLUSION

The study examined the effects of Green Human Resource Management practices on employee performance in tertiary hospitals in South-South Nigeria, with particular focus on Green Training and Development, Green Performance Management, and Green Employee Involvement, using Quality of Service Delivery as the measure of employee performance. The findings established that all three dimensions of Green Human Resource Management had significant positive effects on Quality of Service Delivery. Specifically, Green Training and Development significantly improved Quality of Service Delivery, indicating that environmental awareness and green skills can strengthen employees' capacity to deliver quality services. Green Performance Management also had a significant positive effect, showing that incorporating environmental responsibilities into employee performance management can encourage responsible work practices and better service delivery. Similarly, Green Employee Involvement significantly enhanced Quality of Service Delivery, demonstrating that employees' participation in green initiatives and environmental decision-making can contribute to improved service outcomes.

Based on these findings, the study concludes that Green Human Resource Management is an important approach for improving employee performance in tertiary hospitals in South-South Nigeria. The effective implementation of green training, green performance management, and green employee involvement can promote environmentally responsible workplace practices while strengthening the quality of services provided by employees.

Suggestions for Future Research

i. Future studies should examine other Green Human Resource Management practices, such as green recruitment and selection, green compensation, and green rewards, to determine their effects on employee performance.

ii. Similar studies should be conducted in other healthcare institutions and geographical regions to determine whether the findings are applicable beyond tertiary hospitals in South-South Nigeria.

iii. Future researchers could examine other measures of employee performance, such as employee productivity, job effectiveness, and patient satisfaction, in addition to quality of service delivery.

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