

The Effect of Green Human Resource Management Practices on Employee Job Satisfaction in Selected Manufacturing Firms in Lagos State, Nigeria

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Abstract

Employees' job satisfaction is critical to any organization aspiring to capture larger share of the market and remain sustained. However, some organisations do not consider employee satisfaction important due to poor human resource management practices (green recruitment and selection, green training and development, green performance management, green human resource planning). Hence, this study investigated the effect of green human resource management on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria. The study adopted a survey research design. The population for this study comprised 5,107 employees of the selected manufacturing firms operating in Lagos State. A sample size of 475 was determined using advisor's sample size determination table. Data was collected using a structured and validated questionnaire with a Cronbach alpha value ranging from 0.70 to 0.81. A response rate of 98.74% was recorded. Data were analyzed using descriptive and inferential (multiple linear regression) statistics at 5% significance level. The results revealed that green human resource management practices have significant effect on employee job satisfaction ($Adj.R^2=0.548$, $F(4, 464) = 142.906$, $p<0.05$) in selected manufacturing firms in Lagos State, Nigeria. The study concluded that green human resource management practices have significant effects on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria. Therefore, it is recommended that aligning organizational objectives with environmental sustainability goals, empower employees to contribute to both business success and environmental conservation. Providing training and resources for sustainable practices, setting clear performance expectations related to environmental stewardship, and integrating green metrics into performance evaluations to encourage employee satisfaction enroute to performance.

Background to the Study

Manufacturing firms play a crucial role in economic development, providing employment opportunities and contributing to national growth. Recognizing the significance of these firms, efforts have been made to enhance employee satisfaction and performance through various strategies. However, despite these endeavors, there has been a noticeable decline in employee performance due to dissatisfaction. This decline may be attributed to inadequate implementation of green human resource management practices. The need to examine the effect of green human resource management practices on employee satisfaction in selected manufacturing firms in Lagos State, Nigeria, becomes apparent. Addressing this issue is essential not only for the well-being of the employees but also for the overall sustainability and success of the manufacturing sector. Globally, research attention has been drawn to the multifaceted challenge of poor employee performance driven by job dissatisfaction within manufacturing firms. In the manufacturing sector worldwide, factors such as outdated management practices, inadequate training, lack of employee engagement, and evolving job demands contribute to suboptimal performance levels (Muehlematter et al., 2021). This concern is not isolated but extends to the United States as well. In the United States, where manufacturing remains a significant contributor to the economy, addressing poor employee performance becomes paramount (Karyatun et al., 2023). According to Statistics, Conference Board of Canada (2023), there is a growing disparity between the most productive and least productive firms, with the latter experiencing slower growth rates. Research conducted by Innovation, Science, and Economic Development Canada (2021) indicates that this gap contributes significantly to an overall productivity shortfall of 20%. While firm size can be a factor, with smaller firms generally exhibiting lower productivity levels, the issue appears to be more nuanced and multifaceted (Kinkel et al., 2022). In Europe, specifically in the United Kingdom, the issue of poor employee job satisfaction among manufacturing firms poses a significant concern for both individual workers and the industry as a whole (Sari et al., 2021). The manufacturing sector in the UK, while vital to the economy, often faces challenges in adapting to modern workplace expectations and ensuring the well-being of its workforce. Job satisfaction is crucial for employee commitment, productivity, and overall organizational success (Boakye et al., 2020).

In Africa, South Africa precisely, the issue of a decline in organizational citizenship behavior (OCB) among manufacturing firms present a noteworthy challenge to the overall workplace dynamics and effectiveness (Chamisa et al 2020). The issue of a decline in employee satisfaction among manufacturing firms in Ghana poses a significant challenge, impacting the overall performance of the sector (Ansong et al., 2022). In the manufacturing industry, where skilled and motivated workers are essential, the consequences of diminished job satisfaction are far-reaching. According to Amegayibor (2021), dissatisfaction among employees poses a dual challenge for companies, particularly in the manufacturing sector, as it not only impacts current productivity but also jeopardizes the company's long-term stability. When employees are discontent, their engagement in work diminishes, potentially resulting in lower output and an impediment to meeting production targets (Ansong & Darko-Adjei, 2022). In Kenya, the

persistent issue of lower output per worker in comparison to regional and international benchmarks presents a formidable challenge for the manufacturing sector (Mutegi et al., 2023). This ongoing disparity not only hampers the industry's ability to meet production targets but also undermines its competitiveness on the global stage (Muyela & Kamaara, 2021).

In Nigeria, the persistent mismatch between required skills and employees' qualifications within the manufacturing sector contributes to inefficiencies and a notable decline in productivity (Elomien et al., 2021). This misalignment may be attributed to factors such as rapid technological advancements outpacing available training opportunities, and a lack of emphasis on vocational education. As outlined by Akintola et al. (2021), the absence of clearly defined roles, coupled with inadequate communication and poor leadership practices, fosters an environment of confusion and ambiguity that further impedes productivity and overall employee performance. The consequence of this lower productivity is a tangible decrease in output, posing a significant challenge for manufacturing companies in Nigeria (Amegayibor, 2021). The inability to meet production targets not only limits the sector's growth potential but also diminishes its competitiveness in the global market (Okolocha, 2021). Addressing this skills gap through targeted training programs, emphasizing vocational education, and implementing effective leadership practices becomes imperative for Nigerian manufacturing companies to enhance productivity, ensure a skilled and engaged workforce, and maintain a competitive edge on the international stage (Shuaib et al., 2021).

There are essential green human resource management components that can enhance employee performance among manufacturing firms that have not been given adequate attention. Green human resource management (GHRM) practices, encompassing components such as green recruitment and selection, green training and development, green performance management, and green human resource planning, have the potential to significantly enhance employee performance within manufacturing firms in Nigeria (Adubor et al., 2022). Unfortunately, these crucial aspects of sustainable HR practices often receive inadequate attention. By incorporating GHRM, manufacturing companies in Nigeria can foster a workforce that is not only environmentally conscious but also more engaged, skilled, and aligned with the company's sustainability goals (Tanova & Bayighomog, 2022). This holistic approach ensures that employees are equipped with the necessary knowledge and skills for eco-friendly practices, and performance is measured against environmentally sustainable metrics (Hooi et al., 2022).

Many studies in different context have underscored that green human resource management practices influence job satisfaction (Alwan & Nori, 2021; Darban et al., 2022; Kusi et al., 2021; Liu et al., 2021; Suleman et al., 2022). However, among manufacturing firms in Nigeria, studies on how green human resource management practices influence job satisfaction require empirical validation (Mezeh & Adim, 2023). The decline in employee job satisfaction in manufacturing firms in Nigeria has emerged as a critical

issue, significantly impacting both the workforce and the overall organizational performance (Zhu et al., 2022). This has substantial consequences for manufacturing firms, as the loss of skilled and experienced employees hinders operational efficiency and innovation. Moreover, the negative impact on the work environment has created a cycle of discontent, affecting the quality of products and services delivered by these firms (Isrososiawan et al., 2021). Additionally, the decline in job satisfaction has contributed to a strained work environment, affecting teamwork and overall morale (Trujillo-Gallego et al., 2022). From the aforementioned, this study investigated the effect of green human resource management on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria. To achieve the study objective, a hypothesis was formulated:

H₀: Green human resource management practices have no significant effect on employee job satisfaction.

Review of Literature

This section deals with the conceptual, empirical and theoretical review of the study variables both the dependent and independent.

Employee Job Satisfaction

Employee job satisfaction is the level of contentment and fulfillment employees experience in their jobs. It encompasses various factors such as work environment, job tasks, relationships with colleagues, and overall job conditions (Haralayya, 2021). According to Bayram and Ünğan (2020) employee job satisfaction is defined as the overall positive or negative emotional and cognitive evaluation that an individual holds toward their job and work environment. It encompasses the extent to which employees feel content, fulfilled, and engaged in their roles, considering various factors such as the nature of the work, relationships with colleagues and supervisors, organizational culture, and opportunities for personal and professional development. Jibril and Yeşiltaş (2022) stated that job satisfaction is a subjective experience influenced by individual expectations, values, and perceptions, and it plays a crucial role in affecting employee morale, commitment, productivity, and overall well-being within the workplace. In the words of Shahreki et al. (2019), employee job satisfaction is commonly defined as the extent to which employees feel content, fulfilled, and positively engaged with their work and the overall work environment. It involves an individual's subjective evaluation of various aspects of their job, including the nature of the tasks, relationships with colleagues and supervisors, compensation, opportunities for advancement, and the organizational culture (Al-Haidan et al., 2022).

Job satisfaction is a multidimensional construct that reflects the overall well-being and positive sentiments of employees towards their work, and it is often considered a crucial factor in influencing employee performance, retention, and overall organizational success. Measuring and understanding job satisfaction can provide valuable insights into the factors that contribute to a positive or negative work experience for employees (Aboufotouh et al., 2022).

Green Human Resource Management Practices

Green Human Resource Management Practices involve integrating environmentally sustainable practices into human resource management strategies. This includes adopting eco-friendly policies related to recruitment, training, performance management, and employee well-being (Pham et al., 2020). Green Human Resource Management Practices (GHRM) is defined as a strategic approach wherein organizations integrate environmental sustainability into their human resource management functions (Darban et al., 2022). This involves the incorporation of environmentally friendly policies, procedures, and practices throughout the entire employee lifecycle, from recruitment and training to performance appraisal and retention. Kusi et al. (2021) opined that GHRM aims to align human resource strategies with the broader goals of environmental conservation and sustainable development. This includes initiatives to reduce resource consumption, promote eco-friendly behaviors among employees, and cultivate a corporate culture that values environmental responsibility (Suleman et al., 2022). In essence, GHRM seeks to harmonize human resource practices with ecological concerns, contributing to the overall sustainability and corporate social responsibility of an organization. Liu et al. (2021) stated that GHRM encompasses various aspects, including the adoption of eco-friendly recruitment processes, the development of training programs focused on environmental awareness, the implementation of green performance management metrics, and the promotion of a culture of environmental responsibility among employees. Essentially, GHRM seeks to align HR practices with ecological goals, fostering a synergy between organizational objectives and environmental stewardship (Suleman et al., 2022).

Green Recruitment and Selection

Green recruitment and selection involve incorporating environmentally friendly criteria in the process of hiring new employees. This can include assessing candidates based on their commitment to sustainability and environmental awareness (Sedana et al., 2023). Green Recruitment and Selection is defined as the strategic integration of environmentally conscious practices and principles into the recruitment and selection processes of an organization. This approach encompasses various dimensions (Uslu et al., 2023). Rubel et al. (2021) submitted that it involves identifying candidates who possess a strong commitment to environmental sustainability, ensuring that their values align with the organization's green objectives. Secondly, it incorporates the adoption of eco-friendly technologies and processes in the recruitment workflow, minimizing the ecological impact associated with talent acquisition activities. According to Zahrani (2022), it entails fostering diversity and inclusion within the workforce, recognizing that a diverse pool of talents brings different perspectives and innovative solutions to environmental challenges. Overall, green recruitment and selection strive to embed sustainability throughout the hiring process, promoting a culture of environmental responsibility within the organization (Shakil et al., 2023). Recruitment, from job posting to candidate assessment and selection.

Green Training and Development

Green training and development programs are designed to enhance employees' knowledge and skills related to environmental sustainability. This can include training on eco-friendly practices, energy conservation, and waste reduction (Moradeke et al., 2021). According to Veerasamy et al. (2023), green training and development is defined as a strategic and holistic approach that seeks to enhance the knowledge, skills, and attitudes of individuals within an organization to promote environmental sustainability. Abdulaimi et al. (2022) opined that it involves the training of employees in practices that minimize negative impacts on the environment, such as energy efficiency, waste reduction, and resource conservation. Similarly, Tweneboia et al. (2022) stated that it encompasses the development of expertise in green technologies and innovations, equipping employees with the tools to contribute to and implement environmentally friendly solutions. Green training and development include cultivating a culture of environmental awareness and responsibility, fostering a collective commitment to sustainable practices throughout the organization (Aftab et al., 2023).

Green Performance Management

Green performance management focuses on evaluating and improving employees' performance in relation to environmental sustainability goals. It involves setting and measuring performance targets that contribute to ecological responsibility (Saeed et al., 2022). Green Performance Management is defined as a comprehensive organizational approach aimed at systematically measuring, monitoring, and optimizing environmental performance to enhance sustainability (Chuah et al., 2021). This management strategy integrates eco-friendly practices into various facets of an organization, including operations, supply chains, and product life cycles. Hossain et al. (2022) opined that it involves the development and implementation of key performance indicators (KPIs) specifically designed to assess environmental impact, resource efficiency, and adherence to sustainable practices. Darban et al. (2022) stated that by adopting Green Performance Management, organizations strive to achieve a balance between economic success and environmental respo This management approach includes the development and utilization of specific performance metrics and indicators to evaluate the effectiveness of green initiatives and track progress towards environmental goals (Khan et al., 2023).

Green Human Resource Planning

Green human resource planning involves anticipating and aligning the organization's workforce needs with environmentally sustainable goals. It includes strategies for managing talent in a way that supports ecological sustainability (Yong et al., 2020). According to Masud et al. (2023), green human resource planning (GHRP) is a strategic and holistic approach to human resource management that integrates principles of environmental sustainability into organizational practices. Mehrajunnisa et al. (2023) postulated that GHRP involves the incorporation of eco-friendly policies and procedures across various HR functions, including recruitment, training, performance management, and employee engagement. The primary objective is to align human resource strategies with environmental goals, ensuring that the workforce contributes to and supports

sustainable business practices (Khan et al., 2023). GHRP emphasizes the development of a green organizational culture, where employees are educated and motivated to participate in environmentally responsible activities. This approach goes beyond compliance with environmental regulations, aiming to proactively address ecological concerns and promote a harmonious balance between human resource management and environmental conservation within the organizational framework (Diri & Elisha, 2021).

Green Human Resource Management and Employee Job Satisfaction

Different studies have been conducted on green human resource management practices and employee job satisfaction with mixed outcomes. Aboramadan and Karatepe (2021) investigated the impact of green human resource management on hotel employees' behavioral outcomes. The study found a significant positive effect of green human resource management on hotel employees' behavioral outcomes, highlighting that the implementation of green HRM practices positively influences employees in the hospitality sector. Similarly, A study by Adeyefa et al. (2023) delved into the influence of green human resource management practices on employee retention in the hotel industry. The results revealed a substantial positive correlation between green human resource management on employee retention, emphasizing that organizations adopting green HRM practices experience higher employee retention rates. Also, Aggarwal and Agarwala (2023) explored the relationship between green human resource management and environmental performance, introducing the mediating effect of green organizational culture. Their findings indicated a significant positive effect of green human resource management on environmental sustainability, indicating that fostering a green organizational culture plays a crucial role in enhancing environmental performance through green HRM practices. In the same vein, Ahmad et al. (2021) found a model linking ethical leadership, green human resource management, and environmental knowledge to promote green behavior. Their study demonstrated a noteworthy positive effect of green human resource management on environmental knowledge to promote green behavior, suggesting that ethical leadership coupled with green HRM practices contributes to fostering environmentally responsible behavior within organizations. Edwinah et al. (2020) inquired into the relationship between green human resource management and sustainability in the hospitality and tourism sector. Their inquiry indicated a significant positive impact, shedding light on the role of green HRM practices in fostering sustainability within the hospitality and tourism industry. Equally, Elshaer et al. (2023) investigated the mediating role of organizational pride and the moderating effect of individual green values in the relationship between green human resource management and brand citizenship behavior in the hotel industry. Their findings indicated a positive impact, emphasizing that green HRM practices positively influence brand citizenship behavior through the mediating and moderating mechanisms outlined in their study.

Ability, Motivation and Opportunity (AMO) theory

The Ability, Motivation, and Opportunity (AMO) theory, proposed by Wood and Bandura in 1989, serves as a framework for understanding human behaviour and

performance. According to this theory, an individual's actions are influenced by three key factors: ability, motivation, and opportunity. Ability refers to the individual's skills, knowledge, and capabilities; motivation encompasses the person's desire, goals, and the incentives driving their behaviour; and opportunity involves the external circumstances or environmental factors that facilitate or hinder the performance of a particular behaviour. The AMO theory assumes that all three elements – ability, motivation, and opportunity are necessary for a specific behaviour to occur, and the absence of any one of these factors may impede the desired action (Wood & Bandura, 1989). It emphasizes the dynamic interplay between these components and highlights the importance of addressing each element to promote positive outcomes in various contexts, such as education, health, and organizational settings. The AMO theory provides a comprehensive framework for analysing and understanding human behaviour, offering insights into the complex interactions that shape individual actions and decision-making processes.

According to the supporters, the Ability, Motivation, and Opportunity (AMO) theory, primarily advocated by Richard M. Steers and Lyman W. Porter, posits that organizational performance is influenced by the interplay of three critical factors: employee abilities, motivation, and the presence of opportunities within the work environment (Steers et al., 2004). According to this perspective, an individual's skills and competencies (ability), their drive and willingness to perform (motivation), and the conducive conditions provided by the organization (opportunity) collectively determine the overall effectiveness and success of an organization. Supporters of the AMO theory argue that organizations should focus on enhancing these three elements to optimize employee performance and achieve organizational objectives (Steers et al., 2004). This framework emphasizes the importance of aligning these factors to create a synergistic effect that maximizes individual and organizational outcomes.

Critiques of the Ability, Motivation, and Opportunity (AMO) theory, which posits that organizational performance is influenced by employee abilities, motivation, and the availability of opportunities, highlight several concerns. Scholars argue that the AMO framework oversimplifies the complex interplay of factors affecting organizational outcomes. Lepak and Snell (1999) suggest that the theory neglects the dynamic nature of these components, overlooking the importance of their continuous interaction and adaptation. Despite its popularity, the AMO model's limitations have sparked discussions on the need for a more nuanced understanding of organizational performance that considers a broader range of variables and their intricate relationships.

The Ability, Motivation, and Opportunity (AMO) theory provides a valuable framework for understanding the dynamics of green human resource management (GHRM) practices and their impact on employee performance within manufacturing firms. In the context of GHRM, Ability refers to the skills, knowledge, and capabilities of employees to engage in environmentally sustainable practices. This involves providing adequate training and development programs to enhance employees' environmental literacy and

competence. Motivation emphasizes the psychological factors that drive employees to adopt eco-friendly behaviors. Incentives, recognition, and a supportive organizational culture play crucial roles in fostering employees' motivation to embrace green initiatives. Opportunity pertains to the organizational structures and systems that facilitate the integration of environmentally responsible practices into daily operations. Manufacturing firms need to create a conducive environment that allows employees to act on their environmentally friendly intentions, such as incorporating green performance metrics into performance evaluations and ensuring that sustainable practices are seamlessly integrated into standard operating procedures.

In essence, the AMO theory offers a comprehensive lens for analyzing the intricate relationships between employee performance and GHRM practices in manufacturing firms. By considering the interplay of employees' abilities, motivations, and the opportunities provided by the organization, researchers and practitioners can better comprehend the factors influencing the successful implementation of green initiatives. This holistic approach ensures that strategies align with employees' skills, motivations, and the organizational context, ultimately fostering a more sustainable and environmentally responsible work environment within the manufacturing sector.

Methodology

Research philosophy adopted was a positivist research philosophy, rooted in the belief that empirical observation and measurable data are essential for understanding and explaining social phenomena. Positivism emphasises the application of scientific methods to gather objective and quantifiable information, aiming to uncover universal laws governing human behavior (Alharahsheh & Pius, 2020). The study adopted a quantitative deductive research approach, emphasizing the collection and analysis of numerical data to explore relationships, patterns, and trends within the researched phenomena. This methodological choice is justified by the study's aim to provide a systematic and statistically robust understanding of the variables under investigation (Pandey & Pandey, 2021). The study adopted a survey research design. The population for this study comprised 5,107 employees of the selected manufacturing firms operating in Lagos State. A sample size of 475 was determined using advisor's sample size determination table. Data was collected using a structured and validated questionnaire with a Cronbach alpha value ranging from 0.70 to 0.81. A response rate of 98.74% was recorded. Data were analyzed using descriptive and inferential (multiple linear regression) statistics at 5% significance level.

Data Analysis

Restatement of Research Objective

Objective: Investigate the effect of green human resource management practices on employee job satisfaction of selected manufacturing firms in Lagos State, Nigeria. To achieve this objective, the respondents were asked to respond to various statements raised on Green human resource management practices and employee job satisfaction drawn from descriptive statistical tables arranged in 6 modified likert scale in percentage,

missing, mean and standard deviation. The summary was done via inferential statistics (multiple regression)

Restatement of hypothesis

H₀: Green human resource management practices have no significant effect on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria.

Table 1. Multiple regression analysis of green human resource management practices on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria.

N	Model	B	Sig.	T	ANOVA (Sig.)	R	Adjusted R ²	F (4,464)
469	(Constant)	.908	.000	4.270	0.000 ^b	0.743 ^a	0.548	142.906
	Green recruitment and selection	-.013	.659	-.441				
	Green training and development	.101	.031	2.169				
	Green performance management	.000	.997	.004				
	Green human resource planning	.718	.000	15.325				
a.	Dependent Variable: Employee job satisfaction							
b.	Predictors: (Constant)Green recruitment and selection, Green training and development, Green performance management, Green human resource planning							

Source: Authors' computation, 2024 underlying data from Field Survey

Interpretation

Table 1 shows the multiple regression analysis results for green human resource management practices dimensions on employee job satisfaction. The results showed that green training and development ($\beta = 0.101$, $t = 2.169$, $p < 0.05$) and Green human resource planning ($\beta = 0.718$, $t = 15.325$, $p < 0.05$) have positive and significant effect on the employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria. Conversely, Green recruitment and selection ($\beta = -0.013$, $t = -0.441$, $p > 0.05$) has a negative but insignificant effect while green performance management ($\beta = 0.000$, $t = 0.004$, $p > 0.05$), has a positive but insignificant effect on employee job satisfaction. This implies that green training and development and green human resource planning are important factors affecting employee job satisfaction in selected manufacturing companies in Lagos State.

The R-value of 0.743 supports this result and it shows that green human resource management practices dimensions have a strong positive relationship with the employee job satisfaction in selected manufacturing companies in Lagos State. The coefficient of multiple determination *Adj. R²* = 0.548 indicates that about 54.8% of the variation that occurs in the employee job satisfaction can be accounted for by green human resource

management practices dimensions while the remaining 45.2% changes that occur is accounted for by other variables not captured in the model. The predictive and prescriptive multiple regression models are thus expressed:

$$EJS = 0.908 - 0.013GRS + 0.101GTD + 0GPM + 0.718GHP + U_i \text{ --- (Predictive Model)}$$

$$EJS = 0.908 + 0.101GTD + 0.718GHP + U_i \text{ --- (Prescriptive Model)}$$

Where:

- EJS = Employee job satisfaction
- GRS = Green recruitment and selection
- GTD = Green training and development
- GPM = Green performance management
- GHP = Green human resource management

The regression model shows that holding green human resource management practices dimensions to a constant zero, employee job satisfaction would be 0.908 which is positive. In the predictive model, it is seen that only in green training and development and green human resource management are positive and significant and thus included in the prescriptive model. The results of the multiple regression analysis as seen in the prescriptive model indicate that when in green training and development and green human resource management are improved by one unit employee job satisfaction would also increase by 0.101 and 0.718 and vice-versa. This implies that an increase in green training and development and green human resource management would lead to an increase in the rate of employee job satisfaction in selected manufacturing companies in Lagos State. Also, the F-statistics ($df = 4, 464$) = 142.906 at $p = 0.000$ ($p < 0.05$) indicates that the overall model is significant in predicting the effect of green human resource management practices on employee satisfaction which implies that green human resource management practices dimensions are important determinants in employee job satisfaction in selected manufacturing companies in Lagos State, Nigeria. The result suggests that the selected manufacturing companies should pay attention to developing the components of green human resource management practices especially green training and development and green human resource management to increase employee job satisfaction. Therefore, based on the results, the null hypothesis one (H_01) which states that green human resource management practices have no significant effect on employee job satisfaction, was rejected.

Discussion of Results

The objective was to investigate the effect of green human resource management practices on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria. The multiple regression used revealed that green human resource management practices (green recruitment and selection, green training and development, green performance management, and green human resource planning) have positive and significant effect on employee job satisfaction in selected manufacturing firms in Lagos State, Nigeria ($Adj.R^2 = 0.548$, $F(4, 464) = 142.906$, $p < 0.05$). Conceptually, this result aligns

with the views from existing studies such as (Aboramadan & Karatepe, 2021; Adeyefa et al., 2023; Aggarwal & Agarwala, 2023; Chuah et al., 2021).

Empirically, the findings of this study are in corroboration with the findings from existing studies. Aboramadan and Karatepe (2021) investigated the impact of green human resource management on hotel employees' behavioural outcomes. The study found a significant positive effect of green human resource management on hotel employees' behavioural outcomes, highlighting that the implementation of green HRM practices positively influences employees in the hospitality sector. Similarly, A study by Adeyefa et al. (2023) delved into the influence of green human resource management practices on employee retention in the hotel industry. The results revealed a substantial positive correlation between green human resource management on employee retention, emphasizing that organizations adopting green HRM practices experience higher employee retention rates. Also, Aggarwal and Agarwala (2023) explored the relationship between green human resource management and environmental performance, introducing the mediating effect of green organizational culture. Their findings indicated a significant positive effect of green human resource management on environmental sustainability, indicating that fostering a green organizational culture plays a crucial role in enhancing environmental performance through green HRM practices. In the same vein, Ahmad et al. (2021) found a model linking ethical leadership, green human resource management, and environmental knowledge to promote green behaviour. Their study demonstrated a noteworthy positive effect of green human resource management on environmental knowledge to promote green behaviour, suggesting that ethical leadership coupled with green HRM practices contributes to fostering environmentally responsible behaviour within organizations.

Chuah et al. (2021) explored the impact of green human resource management practices on green lifestyle and job performance. The study provided evidence supporting a significant positive influence, indicating that green HRM practices contribute positively towards cultivating green lifestyles and enhancing job performance. Darban et al. (2022) delved into the mediation effect of work engagement in the relationship between green human resource management and absenteeism, along with green recovery performance. Their study revealed that work engagement mediates the impact, suggesting that green HRM practices positively affect work engagement, subsequently influencing absenteeism and green recovery performance. Also, Diri and Elisha (2021) examined green human resource management as a catalyst for environmental sustainability in Nigeria. The study found that green HRM practices significantly contribute to promoting environmental sustainability in the Nigerian context, highlighting the positive impact of such practices on sustainable initiatives. Likewise, Edwinah et al. (2020) inquired into the relationship between green human resource management and sustainability in the hospitality and tourism sector. Their inquiry indicated a significant positive impact, shedding light on the role of green HRM practices in fostering sustainability within the hospitality and tourism industry. Equally, Elshaer et al. (2023) investigated the mediating role of organizational pride and the moderating effect of individual green values in the

relationship between green human resource management and brand citizenship behaviour in the hotel industry. Their findings indicated a positive impact, emphasizing that green HRM practices positively influence brand citizenship behaviour through the mediating and moderating mechanisms outlined in their study.

Conclusion

In conclusion, the findings from this study underscore the considerable effect of green human resource management practices on employee job satisfaction within manufacturing firms in Lagos State, Nigeria. Specifically, the research establishes a significant positive effect of green HRM practices on employee job satisfaction. This result not only highlights the importance of adopting environmentally sustainable HRM strategies but also emphasizes their potential to foster a supportive work environment conducive to enhanced employee satisfaction, productivity, and organizational success. As such, it is imperative for manufacturing firms in Lagos State, Nigeria, and beyond to prioritize the integration of green HRM practices into their organizational frameworks to harness these benefits and promote sustainable business practices.

Recommendations

In light of the insights gleaned from this research, it is imperative for management to consider strategic recommendations to enhance various aspects of organizational performance and employee engagement.

- i. Given the findings of this study, it is recommended that management should prioritize the integration of green human resource management practices within their organizational framework. By implementing policies and procedures that promote environmental sustainability alongside traditional HR functions, firms can foster a work environment that enhances employee job satisfaction. This can be achieved through initiatives such as eco-friendly workplace practices, green training programs, and recognition of employees' contributions to environmental conservation efforts.
- ii. Based on the results of this study, management of the manufacturing firms should emphasize the importance of green HRM practices in improving employee productivity. Investing in sustainable technologies, providing resources for green initiatives, and fostering a culture of environmental responsibility can contribute to heightened productivity levels among employees. Additionally, incorporating green principles into performance metrics and reward systems can incentivize employees to actively engage in sustainable practices, further enhancing productivity.
- iii. Finally, based on the results of this study, management of the manufacturing firms should recognize the importance of green HRM practices in improving employee performance. By aligning organizational objectives with environmental sustainability goals, firms can empower employees to contribute to both business success and environmental conservation. Providing training and

resources for sustainable practices, setting clear performance expectations related to environmental stewardship, and integrating green metrics into performance evaluations can support employees in achieving higher levels of performance while advancing sustainability initiatives.

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