

GREEN HUMAN RESOURCE MANAGEMENT AND WORKPLACE SPONTANEITY IN MOBILE TELECOMMUNICATION COMPANIES IN SOUTH-SOUTH NIGERIA

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ABSTRACT

This study evaluates the relationship between green human resource management and workplace spontaneity in mobile telecommunication companies in South-South Nigeria. The study adopted a cross-sectional survey design while its theoretical framework was built on the social exchange theory. The population of the study comprises of four (4) mobile telecommunication companies in South-South Nigeria and a sample size of 102 top and middle level management staff. Data was gathered through questionnaire administration. The Cronbach alpha reliability test was used in assessing the reliability of the instrument adopted in the study. Also, Spearman Rank Order Correlation Coefficient technique was used to assess the relationship between the study variables and to test the stated hypothesis with the aid of statistical package for social science (SPSS Version 26.0) software. The study findings revealed that there is a positive and significant relationship between green human resource management and the measures (self-development, altruistic attitude and constructive suggestions) of workplace spontaneity. Based on the findings and conclusions, the study recommended that management and general managers in mobile telecommunication companies should adopt green human resource management to enhance spontaneity behaviour in the workplace.

Keywords: Green human resource management, workplace spontaneity, self-development, altruistic attitude, constructive suggestions

INTRODUCTION

Human resource is the bedrock of any organization, their attitude affects the survival of the organization in many ways and often without the consciousness of the employees themselves. A seminal work of Katz (1964) cited in Tamunomiebi and Akintokunbo (2021) asserts that an organization that relies solely on the planned behaviours in the job description is a very fragile social system. In a highly competitive environment, goal alignment with organizational strategies is not enough to ensure organizational effectiveness. However, in this type of environment, organizations become more dependent on employees who are ready to outwit their official duties as described in the organization's job description. Edeh and Wilson (2019) revealed that researchers have juxtaposed several constructs and acronyms for the phenomenon of behaviours that supersedes acceptable role expectations that are crucial and critical for an organization's survival such as workplace spontaneity (George & Brief, 1992; George & Jones 1997), prosocial organizational behaviour (Brief & Motowidlo, 1986), organizational citizenship behaviour (Organ, 1988; Gabriel, 2015) and extra role behaviour (Van-Dyne, Cummings & Parks, 1995). These constructs are akin to the conceptualization of extra-role behaviour but differ in some ways.

Workplace spontaneity is defined as extra-role behaviours performed voluntarily and contributes to organizational effectiveness. Furthermore, workplace spontaneity is employee commitment to voluntarily undertaking extra roles in order to attain targeted organizational goals. Al-Minhas, Ndubisi and Barrane (2020) posit that workplace spontaneity is a behaviour that is knowingly expressed to help the organization succeed effectively and efficiently. Alizadegani (2014) posits that spontaneity at work represents positive work behaviour that is expressed beyond contractual prescriptions that facilitate and support all other group members' effort at goals. One of the three behavioural patterns asserted by Katz (1964) for the effective functioning of the organization is the entry and stay in the organization as employees perform special roles required, bound in innovative activities that are spontaneous or unplanned and outside the role played. It is emphasized that spontaneous behaviour is not prescribed under formal role prescriptions however, it contributes to organizational goals accomplishment. In this sense, there is a growing interest in analyzing

how human resource management (HRM) can contribute to sustainable spontaneous behaviour, focusing on a perspective to improve social well-being and concern for the stakeholders (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016). Organizations must mobilize their human resource in pursuing green objectives in order to achieve proactive corporate environmental sustainability (Daily and Huang, 1001), thus linking environmental sustainability to the future of human resource management (Jackson, Schuler and Jiang, 2014). Organizations are on the look out to find ways to mitigate their ecological footprints in addition to handling the pressing economic issues (Renwick, Redman, & Maguire, 2013).

Green human resource management as a concept focuses on the intersection of human resource management and environmental sustainability. It is conceptualized as the use of respective human resource management policies, philosophies and procedures in promoting the sustainable use of resources in a business and with the main aim of encouraging the cause of a sustainable environment (Cheema, Pasha, & Javed, 2015). The term ‘green’ added to the traditional idea of HRM may include activities and practices that involve the preservation and conservation of the natural environment, avoidance or minimization of environmental pollution and the generation of gardens and natural places (Jackson et al., 2011). The basic elements of GHRM are preserving and developing knowledge capital and the application of HR practices that are environmental-friendly. Through an eco-focus drive, the HR function is the epitome of environmental sustainability in a firm via the alignment of its policies and practices with trajectory sustainability goals (Jabbour & de Sousa, 2016).

Studies have shown that Green Human Resource Management (GHRM) practices affect voluntary behaviours towards the environment (Pinzone, Guerci, Lettieri and Redman, 2016), implementation of environmental management systems (Jabbous, Santos, and Nagano, 2010; Wagner, 2013), environmental performance and employees green behaviour, both in-role and extra-role (Dumont, Shen, and Deng, 2016). Even as organizations are concentrating on environmental factors to achieve their objectives of making profit and maximizing shareholders wealth, they also attain success by considering and concentrating on environmental factors as well. The studies on GHRM are significant as it is a branch of green management

philosophy which explores the role of human behaviour in environmental management (Jackson and Seo, 2010) and sustainable development (O'Donahue and Torugsa, 2016). Green Human Resource Management practices should therefore be adopted by mobile telecommunication companies in South South Nigeria during their employment process to enable them engage employees that are already in sync with the idea of going green and will therefore key-in effortlessly and naturally into their green initiatives and environmentally friendly ideas and in turn carry out their job functions in an environmentally sustainable way for the preservation of the environment as well as the public perception of the organization.

Formalization of the 'greening' of HRM practices will provide clearer guidelines for effective implementation across all levels of an organization. Management of organizations now support the practice and implementation of Green Human Resource Management and they see to it that the practices and policies to be implemented within the organization in order to realize the organization's sustainability goals and objectives are enforced. With enforcement, employees will be more aware of and inclined to adopt these practices in their daily operations, in the pursuit of achieving environmental goals and concomitantly assists in implementing its precepts (Guerce & Pedrini, 2014). In addition, human resource management practices are an important indicator for human resource professionals to believe in the organization's effective commitment to sustainability. Despite all the studies that have been conducted by researchers on Green Human Resource Management, none has been conducted on Green Human Resource Management and Workplace Spontaneity of mobile telecommunication companies in South South Nigeria. As a result of this, this paper will bridge this gap by discussing Green Human Resource Management and Workplace Spontaneity of mobile telecommunication companies in South South Nigeria. To this end, this study departs from previous studies through the empirical review of the relationship between Green Human Resource Management and Workplace Spontaneity in mobile telecommunication companies in South-South, Nigeria. The specific objectives of the study were to examine:

1. the relationship between green human resource management and self-development of mobile telecommunication companies in South-South, Nigeria.

2. the relationship between green human resource management and altruistic attitude in mobile telecommunication companies in South-South, Nigeria.
3. the relationship between green human resource management and constructive suggestions in mobile telecommunication companies in South-South, Nigeria.

Conceptual Framework



Figure 1: Green human resource management and workplace spontaneity

Source: Conceptualized by the researchers, (2024)

The following research questions guided the study:

1. What is the relationship between green human resource management and self-development in mobile telecommunication companies in South-South Nigeria?
2. What is the relationship between green human resource management and altruistic attitude in mobile telecommunication companies in South-South Nigeria?
3. What is the relationship between green human resource management and constructive suggestions in mobile telecommunication companies in South-South Nigeria?

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory

The study is anchored on social exchange theory which was first developed by Homans (1958), then Blau (1964) and Emerson (1976). Social exchange theory according to Homans (1958) cited in Gabriel (2015) is a general theory concerned with understanding the exchange of material or non-material resources between individuals or groups in an interaction. The relationship in which a person or group acts in a certain way toward others in order to receive a reward (benefit or return) is called an exchange relationship (Blau, 1964). Social exchange theory is a concept based on the idea that social behaviour is the result of an exchange process and it was developed to understand the social behavior of humans in economic undertakings. Social exchange theory posits that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. Apparently, when a person perceives the costs of a relationship as outweighing the perceived benefits, then the theory predicts that the person will choose to leave the relationship. For social exchange theorists, when the costs and benefits are equal in a relationship, then that relationship is defined as equitable. The notion of equity is a core part of social exchange theory.

Homan, (1958) outlined that social behaviour is an exchange of material goods as well as non-material ones, such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. According to Blau, (1964) social exchange refers to relationships that entail unspecified future obligations. Like economic exchange, social exchange generates an expectation of some future return for contributions however, unlike economic exchange the exact nature of that return is unspecified. The theory also suggests that employees are more likely to engage in helping behaviors when the costs of helping are low, and the benefits are high. Strengths of social exchange theory include its parsimony and empirical support (Blau, 1964; Rhoades & Eisenbeiss, 2008). Furthermore, social exchange theory has been used to explain a wide range of

organizational behaviors, including organizational citizenship behaviors and employee turnover (Blau, 1964). Apparently, this theory basically asserts that people develop attitudes toward other people and things in the context of anticipated personal benefits and costs to be derived from contact with them.

Activities that generate net benefits will tend to be perceived positively, while those activities that do not are perceived as negative. The central idea of this theory is that the exchange of social and material resources is a fundamental form of human interaction (Ingoldsby & Smith, 1995). This theoretical perspective states that people are reward-seeking and punishment-avoiding creatures who attempt to maximize individual well-being in all situations. Based on this theory, social relationships are considered as markets in which individuals act out of self-interest with the goal of maximizing profits (Sabatelli & Sheehan, 1993). Drawing from the foregoing, the choice of the social exchange theory as theoretical foundation for this study appears justifiable because it has become apparent that social exchange refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do and in fact bring to others (Gabriel, 2015). Social exchange theory entails unspecified obligations, does not specify the exact nature of future return for contributions, is based on individual's trusting that the exchange parties will fairly discharge their obligations in the long run, and allows exchange parties reciprocate through discretionary, extra role acts. To reciprocate the support from the organization, the employee may reciprocate via job performance, but such performance may be limited up to a certain extent only since organizations have strict contracts.

Linuesa-Langreo, RuizPalomino, and Elche-Hortelano (2017) suggested the theory as one of the most prominent theoretical paradigms to predicate and understand employee behaviour at the workplace. Social exchange theory is a model of human behaviour that explains the processes by which people make relationships and maintain them. Employers who use the social exchange approach seek long-term relationships with employees and show concern about their well-being, career development, and expect the concern and commitment to be reciprocated. Thus, if an employee is treated with respect, they would be more likely to engage in extra-role behaviour. Researchers also found that leaders' and supervisors' support

can lead to extra role behaviour because a social exchange relationship is developed between employees and their supervisors (Organ, 1988).

However, there are also some limitations of the social exchange theory that need to be considered (Chen & Spector, 2011; Korsgaard, 1995). For example, the theory tends to focus on the individual level of analysis, ignoring the role of broader social and organizational contexts in shaping employee helping behavior (Korsgaard, 1995). Additionally, the theory may be too reductionist, as it oversimplifies the complex motivations and decision-making processes that underlie employee helping behavior (Chen & Spector, 2011). In conclusion, while social exchange theory provides valuable insights into employee helping behavior, it is important to recognize its limitations and to consider other theoretical frameworks that can provide a more comprehensive understanding of this phenomenon.

Conceptual Review

Green Human Resource Management

Green Human Resource Management (GHRM) refers to the integration of environmentally sustainable practices and principles into human resource management policies, procedures, and practices aimed at minimizing the environmental impact of Human Resource Management activities while promoting sustainable development and social responsibility. GHRM is the aspect of human resource management that concentrates on transforming workers in an organization into green employees with the mind-set of attaining increased business opportunities, employees' inspiration, elevating the reputation of the organization and its products, compliance with environment-friendly policies and law, reduce labor turnover and utility costs, and creating competitive advantage (Arulrajah, Opatha & Nawaratne, 2016). Green human resource management emphasizes the role of human resource management in achieving environmental performance (Singh, Giudice, Chierici & Graziano, 2020). That is, organizations that carryout business operations in line with the principles of sustainability aim at advancement of environmental well-being/welfare and consciousness.

Such organizations are bound to flourish just like the natural loving green colours of plants. Arman (2017) added that sustainable management aspect of the human resource environment considers what organizations need to do regarding their environment to have a long-lasting right to skilled personnel fit for their operations. Two suggestions were made, the first is that organizations should endeavour to decrease destructive side effects of their strategies and practices on their resources source. The second suggestion is that organizations should guarantee the continuous existence of the sources of their resources that supplies human resource management with the right skills and motivation needed. The insinuation of the green concept is that performance should not be measured only on or just centered on economic conceptualization of profit maximization / a high competitive advantage only, but more broadly inculcating environmental and social facets.

Green human resource management is said to be highly instrumental in achieving environmental sustainability (Yong, Yusliza, Ramayah, Jabbour, Sehnem, Mani & Pathways, 2020). Environmental sustainability refers to the conservation, management, and rational utilization of natural resources in such way to maintain the integrity of each ecosystem, support all life, ensure the preservation of biodiversity and prevent environmental degradation (Gbenda, 2012). Environmental sustainability forms one of the pillars of sustainability development, the others being social sustainability and economic sustainability. It is an aspect of the development process which emphasizes the attachment of natural and social resources with major considerations for continuity and the future. Environmental sustainability is a responsive interaction with the environment with a view to conserving natural resources through developing alternative sources of power and reducing pollution or any negative impact for the long environmental quality. Nature has a remarkable rejuvenation ability to care for itself when it is left alone. But when human beings take an entry and use natural resources, things start to change.

Human actions deplete natural resources and increase pollution which in turn creates ecological problems. Environmental sustainability is necessary for the sustainability of human beings. It focuses on two aspects of environmental damage: mitigation which means reducing the harm to natural resources and adaptation

that acknowledges the projected harms and implements strategies for better outcomes. Organizations as part and benefactor of the environment should be more alert while using new technology to minimize environmental destruction and try to make products that create less pollution or harm to nature (Ozen & Kusku, 2008). Practicing green human resource management entails that organizations empower, instigate or inspire their labour force to be deeply involved in initiating eco-friendly and green ideas (Ahmad, 2015). Additionally, green human resource management entails that the organization establishes a kind of external partnership with the source (environment) of their resources.

The Concept of Workplace Spontaneity

Research on organizational spontaneity and related constructs such as organizational citizenship behavior, prosocial organizational behavior, and contextual performance tends to focus on the relationship between organizational members' personal characteristics, feelings, thoughts, and attitudes on the one hand, and the extent to which they perform extra-role behaviors on the other. This literature implicitly assumes that people's personal characteristics and reactions in the workplace influence the extent to which they will go above and beyond the call of duty. According to Patora-Wysocka (2014) the word spontaneous is derived from the Latin word 'sponte' which means voluntarily. Spontaneity is from the Latin word spontaneous which means emerging or being performed without external influence. At the workplace, helping spontaneous behaviours are characterized by sharing supplies, calling attention to a potential error, and helping a co-worker with a heavy workload as examples and in cases of their absence, serious problems may emerge. Protecting the organization includes activities to protect or save the life of the workers and property of the organization in case of emergencies such as natural disasters.

Making constructive suggestions was defined as all voluntary acts for creativity and innovation. Developing oneself includes voluntary activities like improving knowledge, skills, abilities which will in turn help the worker to be better at his job and contribute more to the organization. Spreading goodwill was defined as voluntary contributions to organizational effectiveness by presenting one's organization as supportive or presenting its services and goods as high quality. Souchon, Hughes, Farrell, Nemkova and Oliveira (2014)

highlight the construct of spontaneity which is defined as the ability to make decisions at the moment. Being a core management function, decision-making can directly influence performance. Spontaneity allows people to react to events as they unfold, or to be able to continue to move forward despite the unexpected. Spontaneity increases the speed at which decisions are made and implemented, consolidating first-mover advantages when fast decision-making is essential and permitting timely adaptation to inconsistent market conditions.

Souchon et al., (2014) further agreed that successful spontaneity requires the cooperation, interaction, and information flow afforded by more formal structures. Spontaneity does not occur in a vacuum as both planning and spontaneity are often found in firms, so the interplay between the two is a more likely conduit to success than either in isolation (Nemkova, Souchon & Hughes 2012). Bridgestock (2009) argues that workplace spontaneity is a behaviour that is knowingly expressed to help the organization succeed effectively and efficiently. Alizadegani et al. (2014) posits that spontaneity at work represents positive work behaviours that are expressed beyond contractual prescriptions that facilitate and support all other group members' effort at goals. While characterizing workplace spontaneity (Judge and Bono, 2001) mentioned helping co-workers, protecting the organization, making constructive suggestions, developing oneself and spreading goodwill as representing spontaneity. Spreading goodwill is a means by which organizational members voluntarily contribute to organizational effectiveness through efforts to represent their organizations to wider communities in a beneficial light. Whether it is describing one's organization as supportive and caring or describing an organization's goods and services as being of high quality and responsive to customers' needs, instances of spreading goodwill contribute to organizational effectiveness by ensuring that organizations obtain needed resources from various stakeholder groups.

Measures of Workplace Spontaneity

Self-Development

Self-development involves employee voluntary behaviour to enrich their work skills and competencies for efficient and effective service delivery, it refers to the process of developing oneself through training,

learning new skills, developing talents and building character. According to Antonacopoulou (2000) in her study of employee development, self-development refers to taking steps to better one-self such as by learning new skills and overcoming bad habits. It includes efforts towards self-fulfillment, either through formal study programs or one's own. The acquisition of new knowledge and sharing of same among work members ensures the availability of skills for routine operations. Afifi (2018) asserted that self-development is built on the works of Katz (1964) and George and Brief (1992). Trying to develop oneself through training and catching up with changes in one's field of work can be given as examples of self-development. Self-development involves enhancing one's capabilities or potentialities to achieve career goals in association with the broader concept of development which are the changes in the social structures that affect an individual's life span. Personal growth is not only central to the individual's needs but also a key requirement for organizational success. Nevertheless, workplace interventions aimed at stimulating the personal growth of employees are still scarce (Van-Woerkom & Meyers, 2019). Most developmental processes in organizations are based on a deficit model in which a person's weaknesses are seen as their greatest opportunity for development.

However, developing oneself includes all the steps that workers take to voluntarily improve their knowledge, skills, and abilities to be better able to contribute to their organizations. Seeking out and taking advantage of advanced-training courses, keeping abreast of the latest developments in one's field and area, or even learning a new set of skills to expand the range of one's contributions to an organization are included in this form of spontaneity. The emphasis on learning and learning organizations as a source of competitive advantage has renewed the importance of self-direction and personal responsibility in the development process. In light of the continuously changing needs of individuals and organizations, self-development is promoted as a promising strategy for developing employees. The scarcity of such approaches suggests that applying the principles of employee development initiatives in practice is fraught with difficulties. Cunningham (1999) gave indications that the self-development principle emphasizes employee development being driven by employees who recognize the need to develop themselves, who are willing to

learn and have the will power to choose what to learn in addition to how to develop themselves. This suggests that individuals cannot be forced to learn or develop without their will. Self-development is a self-initiated process of learning, also referred to as general self-efficacy

Altruistic Attitude

This is the type of behaviour that is self-sacrificing and which puts the interest of the organization and that of co-workers even before that of the individual. It is a voluntary action that helps another person with work related problems, a selfless and benevolent mindset, where an individual prioritizes the well-being of others over their own. Wang, (2010) described altruism as helping behaviour aimed at co-workers, customers, clients, vendors, or supplies. Others stretched it further by describing altruism as behaviours that directly and intentionally aim at helping a specific person in a face-to-face situation. Employee helping behavior defined as voluntary actions taken by employees to assist others in the workplace, has garnered increasing attention from researchers and practitioners in the field of organizational behavior (Chen & Chang, 2021; Park & Lee, 2020; Liu & Zhang, 2019). This behaviour is considered significant as it has been shown to positively impact a range of work outcomes, such as employee engagement, job satisfaction, and productivity (Chen & Chang, 2021).

The importance of employee helping behavior lies in its potential to foster a positive work environment where employees feel supported and valued, and to improve organizational performance by enhancing employee motivation and well-being (Park & Lee, 2020; Liu & Zhang, 2019). Employee helping behavior refers to the voluntary acts of assistance or support provided by one employee to another in the workplace (Chang & Chen, 2022; Lee & Park, 2021; Zhang & Liu, 2020). The study of employee helping behavior aims to understand the factors that influence and determine this type of behavior, and to identify ways to promote and enhance it in the workplace.

The literature review on the determinants of employee helping behavior have revealed a number of factors that play a role in shaping this behavior. These include individual characteristics such as personality and

values, situational factors such as perceived organizational support, and broader contextual factors such as cultural values and norms. The literature also highlights the importance of considering both the person and the situation in understanding employee helping behaviour. It expresses the willingness to assist and support other colleagues within the organization. Paillé, Raineri, and Valeau (2015) in agreement with Podsakoff (2000) point out that altruistic attitude is helping behaviours for supporting co-workers who have work-related problems, it is helping behaviour directed towards individuals, which finally benefits the organization. They and other researchers working in the area of citizenship behaviour accept helping behaviour as a very significant dimension of the construct (Paillé, 2015). Behaviour exemplified as helping absent coworkers, employees having heavy workloads, supporting new employees to adjust to the new workplace environment, and being empathetic and mindful of how one's behaviour affects others' jobs, and providing help and support to new employees represent clear indications of an employee's interest in its workplace environment. Akintokunbo and Obomanu (2018) assert that teamwork has become so important that it is invariably the way organizations today, regardless of size, operate to be effective and efficient. Socially driven values emphasizing the group over individual concerns are likely to encourage an altruistic attitude benefiting the group.

Constructive Suggestions

Another dimension of actions beyond the scope of duty is constructive suggestions for improving production, maintenance, or other methods. Constructive suggestions refer to the voluntary acts of creativity and innovation in organizations, it refers to specific and actionable recommendations by employees to assist management and others in making timely and effective decisions and solve problems in the workplace. These suggestions or recommendations range from the relatively routine (a more efficient way to handle paperwork) to the more monumental (a reorganization of an entire unit to better serve a changing customer base). Rather than just performing their jobs within the realm of the status quo in the organization, workers who engage in this form of organizational spontaneity go one step further and actively try to find ways to improve individual, group, or organizational functioning. Some organizations encourage their members to

make constructive suggestions to them, but coming up with good ideas for the organization and formulating them for management is not the usual role of the employee. An organization that can motivate employees who are close to employment problems can often provide helpful and constructive suggestions about these processes. A system that does not have contributions from members is unable to use potential resources effectively (Katz, 1964). The constructive proposition dimension includes all volunteer work for innovation and creativity in organizations. Instead of just performing their jobs within the status quo, employees who are engaged in spontaneity behaviours will take steps forward and will try actively to find ways to improve individual, group, and organizational performance.

Empirical Review

Jackson, Ones and Dilchert (2012) conducted a study on managing human resources for environmental sustainability in Kenyan Public Universities. The study was conducted in seven public universities. Designs employed were descriptive survey and Karl Pearson moment Correlation. Target population was 5189 teaching staff from seven Kenyan public universities. Descriptive statistics such as means, percentages and frequency counts were used while inferential statistics involved use of Karl Pearson moment Correlation. The results indicated that the strategy had a positive effect on employee performance. The findings show that by ensuring that new employees understand the environmental culture of organizations and share their environmental values, recruitment practices can support environmental management practices in organizations. Likewise, organizations that opt to protect their reputation as green employers are effective in attracting new talents and high-quality employees with environmental beliefs.

This is according to Ullah (2017) in the research carried out to comprehensively examine the review of Green Human Resource Management and environmental sustainability in HRM. The study found that the implementation of Green Human Resource Management in an organization is likely to result into economical utilization of resources, less wastage, improved job-related attitude, improved work/private life, lower costs, improved worker execution and maintenance which helps organizations ensure environmentally sensitive, resource efficient and socially responsible workplaces. Similarly, Khurshid and

Darzi (2016) also investigated the habit of going green in an organization's human resource management practices. The authors found that green HRM plays a significant role in securing a sustainable development environment through a set target on economic, social and other organization goals related to their environment. Therefore, the following research hypothesis is stated based on the empirical literature review.

H₀₁: There is no significant relationship between green human resource management and self-development in the mobile telecommunication companies in South-South Nigeria.

H₀₂: There is no significant relationship between green human resource management and altruistic attitude in the mobile telecommunication companies in South-South Nigeria.

H₀₃: There is no significant relationship between green human resource management and constructive suggestions in the mobile telecommunication companies in South-South Nigeria.

METHODOLOGY

This study adopted a cross-sectional survey research design. Cross-sectional surveys are studies aimed at determining the frequency or level of a particular attribute in a defined population at a particular point in time. That is a research method that involves collecting data from a sample of participants at a singular point in time. The population of the study comprises of four (4) mobile telecommunication companies in south-south Nigeria with 102 study elements made up of top level management staff. Data was produced through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. The Means score descriptive statistical tool was used to ascertain the state of the study variables while Spearman Rank Order Correlation Coefficient technique was used to assess the relationship and test the stated hypotheses with the aid of Statistical Package for Social Science (SPSS Version 26.0) Software.

Table 1 Cronbach's Alpha Values for Variables Studied

S/No	Dimensions/Measures of the study variable	Number of items	Cronbach's Alpha
1.	Green Human Resource Management	4	.917
2.	Self-development	4	.951
3.	Altruistic Attitudes	4	.965
4.	Constructive Suggestions	4	.978

Source: Research Data, 2024 (SPSS Output, Version 26.0)

The alpha coefficients in table 1 (0.917, 0.951, 0.965, and 0.978) were all above the 0.70 threshold set for the reliability of the instrument in this study.

DATA ANALYSIS AND RESULT

Descriptive Analysis

Descriptive analysis focuses on describing the basic feature of the data in a given study (Cooper & Schindler, 2013). In this section, descriptive analysis was used to summarize data regarding Green Human resource management and their influence on Workplace Spontaneity.

Table 2: Descriptive Statistics for Study Variables

Constructs	N	Minimum	Maximum	Mean	Std. Deviation
Green Human Resource Management	97	1.00	4.00	1.9691	1.01951
Self-development	97	1.00	5.00	3.2784	1.08726
Altruistic Attitudes	97	1.25	5.00	3.3789	1.01878
Constructive Susggestions	97	1.00	5.00	3.6933	1.03613
Valid N (listwise)	97				

Source: SPSS Output, 2024

Table 2 illustrates the distribution for the constructs of the study based on summaries obtained from their manifest properties. The distribution which is based on a 5 – point Likert scale format of 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree. The distributions for the

variables demonstrate evident levels of agreement to the properties and manifestations of the constructs; where mean scores ($\bar{x}$) are observed to range mostly between $\bar{x} = 3.0 - 4.0$, it is evident that constructs such as green human resource management, Self-development, Altruistic Attitudes and Constructive Suggestions are substantial and well manifested realities within the mobile telecommunication industry.

Bivariate Analysis

The bivariate analysis focuses on the strength and direction of relationship between variables and inferring the findings from the sample to the population (Bryman & Bell, 2015). The researcher undertook correlation analysis to establish the underlying relationships between the independent and the dependent variables using the spearman's rank order correlation coefficient tool at a 95% confidence interval. Specifically, the test of hypothesis covers H_{01} , H_{02} and H_{03} which were stated in the null form. The correlation matrix relates to Green Human Resource Management and the measures of workplace spontaneity (self-development and altruistic attitude). These are as follows:

Table 3 Correlation Analysis on Green Human Resource Management and Measures of Workplace Spontaneity

Correlations				GHRM	Self-development	Altruistic Attitudes	Constructive Suggestion
Spearman's rho	Green Human Resource Management	Correlation		1.000	.969**	.980**	.968**
		Coefficient					
		Sig. (2-tailed)		.	.000	.000	.000
	Self-development	N		97	97	97	97
		Correlation		.969**	1.000	.983**	.979**
		Coefficient					
		Sig. (2-tailed)		.000	.	.000	.000
	Altruistic Attitudes	N		97	97	97	97
		Correlation		.980**	.983**	1.000	.987**
		Coefficient					
		Sig. (2-tailed)		.000	.000	.	.000
	Constructive Suggestions	N		97	97	97	97
		Correlation		.968**	.979**	.987**	1.000
		Coefficient					
		Sig. (2-tailed)		.000	.000	.000	.
		N		97	97	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Version 26.0 Result, 2024

Research Questions

Research Question 1: How does green human resource management affect self-development of mobile telecommunication companies in South-South Nigeria?

Based on the data presented on table 3 where (ρ) = .969**, the results indicate that there is substantial relationship between green human resource management and self-development. Thus, green human resource management has a strong positive correlation with self-development. That is to say that effective

green human resource management results in increased self-development in the mobile telecommunication companies in Nigeria.

Research Question 2: How does green human resource management affect altruistic attitude of mobile telecommunication companies in South-South Nigeria?

Based on the data presented on table 3 where $(\rho) = 980^{**}$, the results indicate that green human resource management has a strong positive correlation with altruistic attitudes increase in the telecommunication industry. That is to say that the more the green human resource management practice is applied in the mobile telecommunication companies, the more altruistic attitude becomes increased in the mobile telecommunication companies in Nigeria.

Research Question 3: How does green human resource management affect constructive suggestion of mobile telecommunication companies in South-South Nigeria?

Based on the data presented on table 3 where $(\rho) = 968^{**}$, the results indicate that green human resource management has a strong positive correlation with constructive suggestion. That is to say that the more the green human resource management practices are applied in the telecommunication industry, the more constructive suggestion becomes sustainable in the mobile telecommunication companies in Nigeria.

The test for the relationship between green human resource management and measures of workplace spontaneity was reflected in three hypothetical statements:

Test of Hypotheses 1

H₀₁: *There is no significant relationship between green human resource management and self-development in the mobile telecommunication companies in South-South Nigeria.*

Table 3 showed the probability value $P-v=0.000 < 0.05\%$ level of significance hence from the decision rule, null hypothesis is rejected indicating that there is a significant relationship between green human resource management and self-development. This shows that green human resource management if applied will have a significant influence on self-development in the mobile telecommunication companies in South-South Nigeria.

Test of Hypotheses 2

Ho₂: *There is no significant relationship between green human resource management and altruistic attitude in the mobile telecommunication companies in South-South Nigeria.*

Table 3 showed the probability value $P-v=0.000 < 0.05\%$ level of significance on green human resource management hence from the decision rule, null hypothesis is rejected indicating that there is a significant relationship between green human resource management and altruistic attitude. This shows that green human resource management if applied will have a significant influence on altruistic attitude in the mobile telecommunication companies in South-South Nigeria.

Test of Hypotheses 3

Ho₃: *There is no significant relationship between green human resource management and constructive suggestions in the mobile telecommunication companies in South-South Nigeria.*

Table 3 showed the probability value $P-v=0.000 < 0.05\%$ level of significance on green human resource management hence from the decision rule, null hypothesis is rejected indicating that there is a significant relationship between green human resource management and constructive suggestions. This shows that green human resource management if applied will have a significant influence on constructive suggestions in the mobile telecommunication companies in South-South Nigeria.

DISCUSSION OF FINDINGS

The study findings revealed that there is a strong positive relationship between green human resource management and the measures (self-development and altruistic attitude) of workplace spontaneity in the mobile telecommunication companies in South-South Nigeria. The research has proven the positive and significant influence of green human resource management practices on workplace spontaneity through adaptive and support organizational culture. Thus, the finding was in line with the results of previous research by Jackson, Ones and Dilchert (2012) conducted on managing human resources for environmental sustainability in Kenyan Public Universities. The study was conducted in seven public universities and their findings show that by ensuring that new employees understand the environmental culture of organizations

and share their environmental values, recruitment practices can support environmental management practices in organizations.

CONCLUSION AND RECOMMENDATIONS

The present study aimed to establish an empirical relationship between green human resource management and the measures of workplace spontaneity such as: self-development and altruistic attitude of mobile telecommunication companies in South South Nigeria. Based on the findings of the study, it therefore concluded that there is significant relationship between green human resource management and self-development in the mobile telecommunication companies in South-South, Nigeria. There is a positive and significant relationship between green human resource management and altruistic attitude in the mobile telecommunication companies in South-South, Nigeria.

Based on the findings of the study, it recommends that Mobile telecommunication companies in Nigeria need to adopt green human resource management to enhance spontaneity behaviour in the workplace. Moreover, researchers with an interest in sustainable HRM should also investigate how GHRM is not only contributing to organizational interests, but also how sustainable HRM is contributing to the dignity of people within and beyond the organization, and to the protection of the planet and everything that is part of the planet. GHRM has the possibility to integrate social sustainability into its conceptualization and in so doing has the chance to become more relevant in contributing to sustainability goals set by the United Nations.

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