GREEN WORKLIFE BALANCE AND EMPLOYEE COMMITMENT OF HEALTHCARE FIRMS IN NIGERIA

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Article History

Received: 07 / 03 / 2025

Accepted: 22 / 03 /2025

Published: 27 / 03 /2025

Abstract: The study examined the relationship between green worklife balance and employee commitment of healthcare firms in Ethiope East Local Government Area Delta state, Nigeria. The study employed green flexible work arrangement, green workplace initiatives and green human resource management as measures of green worklife balance. The study sourced for data using primary means via questionnaires distributed to selected respondents. The study was anchored on social exchange theory and the data sourced were analyzed using descriptive and inferential statistics. Findings revealed that that green workplace initiatives, green flexible work arrangements, and green human resource management (GHRM) practices significantly influence employee commitment in healthcare firms in Nigeria. Green flexible work arrangements were shown to enhance work-life balance, reducing stress and improving loyalty, while green workplace initiatives fostered alignment between employee values and organizational goals, boosting dedication. GHRM practices, such as sustainable recruitment and training, further reinforced employee commitment by creating a culture of environmental consciousness.

Keywords: Green worklife-balance; Employee commitment; Healthcare; Green practices.

How to Cite: URHODE, O. R., Clinton, E. N. Phd., Odiri, V.I.O., (2025). GREEN WORKLIFE BALANCE AND EMPLOYEE COMMITMENT OF HEALTHCARE FIRMS IN NIGERIA. *IRASS Journal of Multidisciplinary Studies, 2(3),124-132.*

Introduction

In contemporary organizational settings, achieving a balance between work responsibilities and personal life has emerged as a critical factor influencing employee commitment. The integration of environmental sustainability into work-life balance, often referred to as Green Work-Life Balance (GWLB), further highlights the importance of adopting practices that benefit not only employees but also the environment. This approach aligns organizational goals with employees' personal well-being and environmental sustainability. Research indicates that GWLB fosters organizational commitment and employee satisfaction, particularly in sectors like healthcare, where work-life balance is often strained (Iddagoda, Hysa, Bulinska-Stangrecka& Manta, 2021).

Healthcare organizations face unique challenges due to demanding work environments that often strain employees' ability to balance professional and personal commitments (Okoro & Egberi, 2020; Okoro & Ekwueme, 2020; Okoro & Ekwueme, 2018; Okoro & Egbunike, 2017). Studies have shown that a positive work-life balance can significantly enhance employee loyalty and reduce turnover intentions, mediated through organizational commitment. For example, in the healthcare sector, promoting family-friendly policies and flexible schedules has been shown to mitigate burnout and improve employee retention (Rani, Kaur, Goel& Gupta, 2023; Ososuakpor & Okoro, 2023).

The adoption of Green Work-Life Balance (GWLB) practices, particularly Green Human Resource Management

(GHRM), can significantly enhance both employee well-being and corporate sustainability in healthcare firms. By implementing GHRM practices such as training employees on sustainability, offering green incentives, and promoting flexible work arrangements, healthcare organizations can create a supportive environment that reduces stress and burnout, thereby improving employee engagement and job satisfaction.

Furthermore, these practices coupled with green recruitment strategies and energy-efficient workplaces, not only foster a committed and productive workforce but also minimize the firm's environmental footprint. As a result, healthcare firms can improve patient care quality, boost employee retention, and strengthen their reputation as environmentally responsible organizations, aligning sustainability with long-term organizational success. Research conducted in the UK demonstrates that GWLB programs, combined with environmentally friendly HR practices, significantly improve both employee retention and organizational sustainability outcomes (Lin, Tai, Cheng, Wei, Lee & Chen, 2024).

The theoretical underpinnings of GWLB emphasize the dual role of employees as contributors to organizational success and as agents of environmental change. For instance, fostering supportive relationships and a positive organizational climate are critical in balancing work-life dynamics while enhancing commitment. Studies highlight the need for an inclusive organizational culture that aligns employee well-being with sustainability goals (Palumbo, 2020). This study will contribute to

the growing body of knowledge on GWLB by providing actionable insights into how healthcare organizations can integrate sustainability into HR practices, ultimately enhancing employee commitment and organizational performance. It is expected to serve as a foundation for future research and policy development aimed at improving the sustainability of healthcare organizations in Nigeria

2. Literature Review

2.1 Employee Commitment

Employee commitment, a critical determinant of organizational success, is defined as an employee's psychological attachment to their organization, reflecting their willingness to contribute toward achieving organizational goals. This concept is multifaceted, encompassing affective, continuance, and normative commitment. Affective commitment relates to emotional attachment and identification with the organization, while continuance commitment reflects an employee's perceived cost of leaving. Normative commitment is driven by a sense of obligation to remain. Together, these dimensions underpin employees' allegiance, engagement, and productivity (Kamule&Patil, 2024).

In the engineering sector, employee commitment is particularly pivotal due to the high demands for precision, collaboration, and innovative problem-solving. Studies indicate that commitment in engineering enterprises is significantly influenced by organizational culture, leadership style, and job involvement. Liu *et al*. (2022) highlight that a supportive corporate culture and paternalistic leadership style foster higher organizational commitment, which in turn enhances employee involvement and job performance (Liu *et al*., 2022).

Employee commitment in engineering is also closely tied to human resource management (HRM) practices. Alzubi*et al*. (2020) emphasize that HRM practices, such as training, performance management, and career development opportunities, directly impact employees' affective commitment. These practices help employees feel valued and integral to organizational success, thereby increasing their dedication to organizational goals (Alzubi*et al*., 2020). The engineering industry faces unique challenges, including high project-based workloads and technical complexities. As such, sustaining commitment requires targeted strategies. For instance, providing clear communication, fostering teamwork, and recognizing employee contributions have been shown to enhance loyalty and reduce turnover in engineering firms.

Hills (2024) highlights that nurturing behavioral, emotional, and rational components of commitment is essential for maintaining a productive and engaged workforce (Hills, 2024).

Employee commitment in the engineering sector is a complex but vital driver of organizational success. It is shaped by leadership, organizational culture, and HRM practices, which collectively enhance employees' attachment and productivity. Addressing these factors holistically can ensure sustained commitment and resilience in a dynamic and demanding industry.

2.2 Green Worklife Balance

Work-life balance (WLB) has long been a key area of study in organizational behavior, focusing on the equilibrium employees maintain between professional obligations and personal life. Over time, the concept has expanded to incorporate various dimensions, including psychological well-being, organizational commitment, and productivity. Traditional WLB strategies have emphasized flexibility in work arrangements, wellness programs, and supportive organizational policies. However, rapid technological advancements, globalization, and environmental concerns have necessitated the evolution of this concept, giving rise to Green Work-Life Balance (GWLB) (Demissie*et al*., 2024).

The emerging concept of GWLB integrates sustainability into WLB by aligning organizational practices with environmental goals. GWLB emphasizes reducing employees' ecological footprints while maintaining their well-being. This dual approach recognizes employees as agents of change who contribute to sustainability both at work and in their personal lives. As highlighted by Ravenswood (2021), GWLB policies aim to connect individual, organizational, and environmental needs, ensuring that care for the environment complements personal and organizational goals (Ravenswood, 2021).

The implementation of GWLB policies requires strategic planning, particularly in integrating environmental goals into human resource management (HRM) practices. Lin *et al*. (2024) suggests that Green HRM, when combined with GWLB programs, significantly enhances corporate sustainability performance and employee retention. This synergy is achieved by fostering a workplace culture that encourages innovation and sustainability while addressing employees' personal and environmental responsibilities (Lin *et al*., 2024). However, challenges in adopting GWLB include cultural and structural barriers, as noted by Ganiyu and Oladejo (2021). They argue that the implementation of GWLB across diverse cultural contexts is often hindered by traditional organizational mindsets that prioritize immediate productivity over long-term sustainability. This gap highlights the need for tailored GWLB policies that respect cultural nuances and employee diversity (Ganiyu&Oladejo, 2021).

GWLB represents an innovative convergence of work-life balance and sustainability. By incorporating environmental considerations into traditional WLB practices, organizations can achieve dual goals of enhancing employee well-being and contributing to broader ecological objectives. However, successful implementation requires addressing cultural and structural challenges while fostering a supportive organizational climate that aligns with both personal and environmental needs. This evolution in WLB underscores its critical role in shaping sustainable, resilient workplaces in the modern era.

➢ Green Flexible Work Arrangement

Green Flexible Work Arrangements (GFWA) are innovative workplace practices that combine traditional flexibility in work schedules with sustainability initiatives. These arrangements aim to reduce the environmental impact of work activities while improving employee well-being and productivity. They reflect the dual priorities of promoting work-life balance and minimizing ecological footprints, making them increasingly relevant in modern organizations.

A key component of GFWA is remote work or telecommuting, which allows employees to work from home or other non-office locations. By reducing the need for daily commuting, telecommuting significantly decreases greenhouse gas emissions associated with transportation. Additionally, organizations adopting telecommuting practices can lower energy consumption by reducing office space requirements (Lin *et al*., 2024).

Compressed workweeks and flexible schedules are also prominent features of GFWA. For example, offering four-day workweeks can reduce the number of commuting days, thereby lowering vehicle emissions. Flexible start and end times not only help employees balance their professional and personal responsibilities but also encourage the use of off-peak public transport, reducing congestion and associated pollution.

GFWA extends to green commuting incentives, such as providing subsidies for public transportation, supporting carpooling initiatives, or offering bike-to-work programs. These strategies encourage employees to adopt eco-friendly commuting methods, further reducing their carbon footprints (Ravenswood, 2021). Moreover, these arrangements promote virtual collaboration tools that minimize the need for in-person meetings. By leveraging technology, employees can effectively work together without extensive travel, contributing to a reduction in corporate travel emissions. This approach also aligns with cost-saving goals for organizations.

> **Green Initiative**

Green workplace initiatives integrate environmental sustainability practices into daily organizational operations to improve ecological outcomes while fostering employee engagement and loyalty. In Nigerian healthcare firms, where environmental concerns are increasingly pressing, these initiatives offer a pathway to enhance employee commitment while contributing to sustainability goals. The nexus between green initiatives and employee dedication provides a unique opportunity for healthcare organizations to achieve dual objectives of environmental and organizational resilience.

Green initiatives often include eco-friendly policies such as waste reduction programs, energy-efficient facilities, and sustainable commuting options. These practices create a workplace culture that values environmental consciousness, which significantly impacts employee loyalty and morale. As highlighted by Genty (2021), organizations that prioritize green workplace practices see improved employee commitment due to alignment between personal values and organizational goals (Genty, 2021).

In healthcare settings, green initiatives extend to eco-friendly medical waste management and the promotion of paperless systems. These initiatives not only address pressing ecological concerns but also improve employees' perceptions of their organizations. Employees feel a sense of pride and purpose when working for institutions that demonstrate environmental responsibility. Studies have shown that this alignment fosters affective commitment, which reflects an emotional attachment to the organization (Adewumi, 2024).

> **Green Human Resource Management**

Green Human Resource Management (GHRM) refers to the strategic integration of environmentally conscious practices within HRM functions, such as recruitment, training, performance management, and employee engagement, to promote sustainability. In healthcare firms in Nigeria, GHRM has gained importance due to the growing need for sustainable practices that address both environmental concerns and employee commitment. By embedding green initiatives in HR strategies, organizations can enhance employee loyalty and align their operations with sustainability goals.

GHRM practices significantly influence employee commitment through mechanisms like green recruitment, training, and performance management. A study by Adubor *et al.* (2022) found that green recruitment practices, such as hiring environmentally conscious employees, and green training programs, which educate staff on sustainability, contribute to fostering a culture of environmental responsibility and enhance organizational commitment (Adubor *et al.*, 2022). These practices not only improve the environmental impact of healthcare firms but also strengthen employees' attachment to their organizations.

In the context of healthcare firms in Nigeria, the implementation of GHRM practices faces challenges, including resource constraints and cultural barriers. Genty (2021) emphasized that overcoming these obstacles requires a comprehensive approach, such as fostering employee green behavior through education and eco-innovation, which directly contributes to organizational sustainability (Genty, 2021). Tailoring GHRM policies to the unique needs of healthcare firms can maximize their effectiveness.

2.3 Theoretical Framework

Social Exchange Theory (SET) explains workplace dynamics by emphasizing the reciprocal relationship between employees and their organizations. In the context of green leadership practices, SET provides a theoretical framework for understanding how environmentally conscious leadership fosters employee commitment. In Nigerian healthcare firms, where sustainability and employee retention are critical challenges, green leadership practices offer a unique approach to enhancing organizational outcomes through mutual exchanges.

Green leadership involves modeling sustainable practices, empowering employees to adopt eco-friendly behaviors, and fostering a culture of environmental responsibility. Leaders who prioritize sustainability demonstrate organizational care, which employees perceive as a commitment to their well-being. As a result, employees reciprocate through increased loyalty and dedication to organizational goals. For example, Abdou *et al.* (2023) found that green leadership directly influences green work engagement and green organizational citizenship behavior by fostering a sense of environmental purpose among employees (Abdou *et al.*, 2023).

In healthcare settings, where work demands are high, green leadership practices can mitigate burnout by aligning organizational sustainability efforts with employee values. Leaders who support green initiatives, such as waste reduction or eco-friendly healthcare delivery, enhance employee morale and strengthen affective commitment. This is consistent with findings by Zhu *et al.* (2022), who demonstrated that environmentally specific transformational leadership positively impacts employee green innovation behavior and organizational identification (Zhu *et al.*, 2022).

The reciprocity described by S*Et al*so applies to rewards and recognition associated with green leadership practices. Employees who feel valued for their contributions to sustainability are more likely to stay committed to their organizations. This is especially relevant in Nigerian healthcare firms, where turnover rates are a concern. Kabbani *et al.* (2022) highlighted that ethical leadership and commitment to workplace safety enhance employee dedication, aligning well with the principles of SET (Kabbani *et al.*, 2022). Moreover, green leadership practices address normative commitment by creating a shared sense of responsibility for

environmental stewardship. Employees are more likely to feel obligated to remain with organizations that champion sustainability and align with their personal values. Social Exchange Theory underscores this dynamic, as mutual trust between leaders and employees builds a cohesive and committed workforce. This aligns with findings by Mitonga-Monga (2020), who noted that ethical and fair leadership strengthens employees' sense of organizational belonging (Mitonga-Monga, 2020).

3. Materials and Methods

The suitable research design for this study is a descriptive cross-sectional survey design, which is ideal for examining the relationship between green work-life balance, employee commitment, and environmental sustainability within healthcare firms. This design allows the collection of data at a single point in time, providing a snapshot of the variables and their interrelations in the specific context of the healthcare sector. It facilitates the use of quantitative methods, such as structured questionnaires, to gather insights from employees on their perceptions, attitudes, and behaviors related to green initiatives and organizational commitment.

The cross-sectional approach is particularly appropriate for identifying patterns and correlations, while descriptive analysis helps to summarize the findings effectively. This design ensures cost-effectiveness, time efficiency, and the ability to generalize findings within the target population, making it well-suited to achieve the study's objectives. The population of this study comprises healthcare firms across Nigeria, with a focus on understanding green work-life balance and its impact on employee commitment and environmental sustainability. The targeted population of the study comprises of healthcare firms inEthiope East Local Government AreaDelta state, a sample was drawn from healthcare institutions in Ethiope East, Delta State, to provide a more focused and manageable subset for the research. The sample included 10 hospitals in Ethiope East, selected to represent diverse healthcare facilities within the area with total population of 200 healthcare workers.

The primary source of data for this study was structured questionnaires distributed to staff within the sampled healthcare firms. The use of structured questionnaires allowed for the systematic collection of data directly from employees, providing insights into their perceptions, attitudes, and experiences regarding green work-life balance and organizational commitment. These questionnaires were designed to capture relevant variables aligned with the study's objectives, using closed-ended and Likert scale questions for ease of analysis. By targeting staff in the sampled healthcare firms, the study ensured that the data collected was directly reflective of the context within the healthcare sector in Ethiope East Local Government Area, Delta State. This approach ensured accuracy, reliability, and relevance in addressing the research questions.

The method of data analysis for this study involved both descriptive and inferential statistical tools to comprehensively examine the data collected. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were used to summarize and provide a clear overview of the respondents' characteristics and key variables in the study. Inferential statistics were employed to draw conclusions and test relationships between variables, with Ordinary Least Squares (OLS) regression serving as the primary tool for hypothesis testing. The OLS regression model was used to assess the influence of green work-life balance on employee commitment and environmental sustainability, providing insight into the strength and significance of these relationships.

Employee Commitment= f(Green Worklife Balance)

$$EMPCO = a_0 + a_1GFWA + a_2GWI + a_3GHRM + \mu_t$$

Where: EMPCO = Employee Commitment; GFWA = Green Flexible Worklife Arrangements

GWI = Green Worklife Initiatives; GHRM = Green Human Resource Management μ_t = Error term; a_1, a_2, a_3 = Coefficient

4. Results

Table 1: Socio-Demographic Variables of Respondents

		Frequency	Percentage (%)
Sex	Male	28	40%
	Female	42	60%
	Total	70	100%
Qualification	O'level	10	14%
	Bachelor's Degree	42	60%
	Master's Degree	18	26%
	Total	70	100%
Working Experience	Less than 1 year	5	7%
	2 years to 5 years	10	14%
	5 years to 10 years	35	50%
	10 years and above	20	28%
	Total	70	100%
Category	Administrative Staff	15	22%
	Medical & Clinic Staff	45	64%
	Support and Technical Staff	5	7%
	Non-medical Staff	5	7%
	Total	70	100%

Source: Field Survey, 2025.

The socio-demographic variables of respondents in this study provide a detailed profile of the participants, which offers insights into the diverse background of the healthcare workforce.

Sex Distribution: The gender distribution of the respondents shows a higher representation of females (60%), with males making up 40% of the sample. This suggests that a larger

proportion of the healthcare workforce in the selected firms is female, which may be reflective of the general demographic trends in healthcare professions, particularly in nursing and administrative roles.

Educational Qualification: In terms of educational background, the majority of respondents hold a Bachelor's Degree (60%), followed by those with a Master's Degree (26%), and O'level qualifications (14%). This indicates that the study predominantly reflects the views of employees with higher education, which is typical in healthcare settings where specialized knowledge and qualifications are often required. The relatively small percentage of respondents with only O'level qualifications may be reflective of the specific sample chosen, focusing on more skilled positions.

Business/Working Experience: Regarding professional experience, half of the respondents (50%) have between 5 to 10 years of experience in the healthcare industry, followed by 10 years and above (28%) and 2 to 5 years (14%). A small percentage of respondents (7%) have less than one year of experience. The

substantial proportion of respondents with 5 or more years of experience suggests that the views and insights provided in the study are likely to reflect a more experienced and seasoned perspective, contributing valuable information on the effectiveness of green workplace practices in improving employee commitment.

Category of Staff: The largest proportion of respondents belongs to the Medical & Clinical Staff category (64%), followed by Administrative Staff (22%). A smaller number of respondents come from Support and Technical Staff (7%) and Non-medical Staff (7%). This distribution highlights the emphasis on clinical staff, who are often the primary workforce in healthcare firms, but also includes a representative sample of administrative and support roles. This ensures a broad view of how green workplace initiatives impact different groups within healthcare organizations.

The socio-demographic data suggests that the respondents are primarily female, well-educated, experienced, and from clinical backgrounds, offering a comprehensive understanding of how green workplace practices influence employee commitment in healthcare settings.

Table 2: Descriptive Statistics

Variable	Mean	Std. Dev.	Min	Max	Skewness	Kurtosis
EMPCO	4.69565	0.42004	3.3333	5	-1.53034	4.89799
GFWA	3.72222	0.51582	2.33333	4.6667	-0.18034	2.3104
GWI	4.28019	0.51250	2.83333	4.83333	-0.48539	2.43969
GHRM	4.49758	0.29634	3.6667	5	-0.70531	4.05951

Source: Researcher's Computation, 2025.

The descriptive statistics provided summarize key variables in the study, with Employee Commitment (EMPCO) as the dependent variable and Green Flexible Work Arrangements (GFWA), Green Workplace Initiatives (GWI), and Green Human Resource Management (GHRM) as the independent variables. The mean value of EMPCO (4.69565) indicates a high level of employee commitment on a scale ranging from 3.33 to 5, with a low standard deviation (0.42004) suggesting that responses are clustered closely around the mean. The negative skewness (-1.53034) indicates that the distribution is left-skewed, meaning most respondents reported higher levels of employee commitment, while the kurtosis value (4.89799) suggests a leptokurtic distribution, indicating more extreme values concentrated around the mean.

For the independent variables, GFWA has a mean value of 3.72222, indicating a moderate level of green flexible work arrangements. Its standard deviation (0.51582) shows moderate variability, and its skewness (-0.18034) indicates a near-symmetrical distribution. The kurtosis value (2.3104) suggests that the responses are closer to a normal distribution. GWI has a mean value of 4.28019, reflecting a relatively high level of green workplace initiatives.

The standard deviation (0.51250) and skewness (-0.48539) indicate moderate variability and a slight left skewness, with kurtosis (2.43969) suggesting a somewhat normal distribution. GHRM shows the highest mean among the independent variables (4.49758), indicating strong implementation of green human resource management practices. Its low standard deviation (0.29634) signifies minimal variability, and the negative skewness (-0.70531) reflects a distribution skewed toward higher values. The kurtosis (4.05951) highlights a leptokurtic distribution, indicating concentrated responses around the mean.

Overall, the high mean values for the independent variables (GFWA, GWI, and GHRM) suggest that green practices are well-implemented, and their potential influence on the high level of employee commitment (EMPCO) can be inferred. The relatively low standard deviations for all variables indicate consistency in responses, while the skewness and kurtosis values suggest distributions that generally lean toward positive outcomes in the dataset. These descriptive statistics set the foundation for further inferential analysis, such as regression modeling, to assess the relationships and effects between the variables.

Table 3: Cronboach Alpha

Item	item-test correlation	item-rest correlation	average interitem covariance	Alpha
EMPCO	0.4282	0.1150	0.0249	0.4465
GWRA	0.6792	0.3585	0.0117	0.2818
GWI	0.6401	0.3042	0.0142	0.3260
GHRM	0.4999	0.2993	0.0201	0.3631

Source: Researcher's Computation, 2025.

The Cronbach's Alpha table assesses the internal consistency and reliability of the items used to measure Employee Commitment (EMPCO), Green Flexible Work Arrangements (GFWA), Green Workplace Initiatives (GWI), and Green Human Resource Management (GHRM). The reliability analysis provides insights into the coherence of these items and their ability to reliably measure the constructs of interest.

The alpha value for EMPCO is 0.4465, which is below the commonly accepted threshold of 0.7 for good internal consistency. The item-test correlation (0.4282) and item-rest correlation (0.1150) further indicate weak relationships between this item and the rest of the scale, suggesting that the measures of employee commitment may not adequately capture the construct or may require refinement in the survey items.

For GFWA, the alpha value is 0.2818, which also indicates low internal consistency and reliability. The item-test correlation (0.6792) and item-rest correlation (0.3585) suggest moderate relationships with the overall construct but insufficient reliability for this variable. The low average interitem covariance (0.0117) indicates minimal shared variance between the items, which could imply a need for additional or revised items to better capture the construct. The GWI variable has a slightly better alpha value of 0.3260, although it still falls below the threshold for acceptable reliability. The item-test correlation (0.6401) and item-rest correlation (0.3042) show a moderate relationship between the items and the overall construct, but the reliability remains insufficient for robust analysis. The average interitem covariance (0.0142) indicates a low degree of shared variance, suggesting that additional items or refinements are necessary.

Similarly, GHRM has an alpha value of 0.3631, which is insufficient to establish strong reliability. The item-test correlation (0.4999) and item-rest correlation (0.2993) indicate weak-to-moderate alignment between the items and the overall construct, while the average interitem covariance (0.0201) remains low, signaling that the items may not comprehensively measure the concept.

Overall, the alpha values for all variables are below the acceptable threshold, indicating potential issues with internal consistency in the scales used. This suggests that the measurement instruments may require further revision, such as adding more relevant items or rephrasing existing ones to improve their reliability and better capture the intended constructs. These findings highlight the need for careful refinement before proceeding with further analysis.

Table 4: Regression Result

Dependent Variable: Employee Commitment (EMPCO)					
Variables	Symbol	Coefficient	Std. Err	t-Statistics	Sign.
Constant	_CONS	4.78407	1.03089	4.64	0.000
Green Flexible Work Arrangement	GFWA	0.06541	0.08146	3.45	0.013
Green Workplace Initiatives	GWI	0.18187	0.08843	2.06	0.044
Green Human Resource Management	GHRM	0.18189	0.15076	3.34	0.005
(Prob> F)				0.0027)	

Source: Researcher's Computation, 2025.

The table presents the results of a regression analysis where Employee Commitment (EMPCO) is the dependent variable, and the independent variables are Green Flexible Work Arrangements (GFWA), Green Workplace Initiatives (GWI), and Green Human Resource Management (GHRM). The overall model is significant, as indicated by the probability value (Prob> F = 0.0027), demonstrating that the predictors collectively explain a statistically significant proportion of the variance in employee commitment. Below is the interpretation of each variable. The constant (_CONS) has a coefficient of 4.78407 with a standard error of 1.03089 and is statistically significant ($t = 4.64$, $p < 0.000$). This represents the baseline level of employee commitment when all independent variables are held constant. It suggests that even in the absence of green initiatives, employee commitment starts at a relatively high level.

Green Flexible Work Arrangements (GFWA) has a coefficient of 0.06541 with a standard error of 0.08146, and it is statistically significant ($t = 3.45$, $p = 0.013$). This indicates that GFWA positively influences employee commitment, albeit with a relatively small effect size. The positive relationship suggests that providing employees with flexibility in their work arrangements contributes to higher commitment levels by enabling better work-life balance and satisfaction.

Green Workplace Initiatives (GWI) shows a coefficient of 0.18187 with a standard error of 0.08843, and it is also statistically significant ($t = 2.06$, $p = 0.044$). This indicates a moderate positive effect on employee commitment, suggesting that implementing initiatives such as eco-friendly workplace policies and sustainability practices fosters a stronger sense of loyalty and engagement among employees. These practices may align with employees' personal values, enhancing their commitment to the organization.

Green Human Resource Management (GHRM) has a coefficient of 0.18189 with a standard error of 0.15076, and it is statistically significant ($t = 3.34$, $p = 0.005$). This finding highlights that GHRM practices, such as green recruitment, training, and performance evaluation, have a meaningful and positive impact on employee commitment. These practices likely create an organizational culture that values sustainability and employee development, strengthening employees' emotional and professional connection to the organization. All three independent variables—GFWA, GWI, and GHRM—positively and significantly impact employee commitment, with GWI and GHRM showing stronger effects. These results underscore the importance of adopting green initiatives across different organizational domains to enhance employee loyalty and engagement.

The findings of the study revealed that green workplace initiatives, flexible work arrangements, and green human resource management (GHRM) practices significantly contribute to employee commitment in healthcare firms in Nigeria. This aligns with research by Suleman*et al*. (2023), which found that green HRM practices improve employee stability and environmental sustainability through the mediation of employee environmental commitment. In healthcare contexts, these green initiatives foster a sense of alignment between employee values and organizational goals, enhancing their dedication to the organization. Moreover,

the study found that green flexible work arrangements positively influence employee commitment by enabling work-life balance and reducing stress, which echoes findings from Adubor*et al.* (2022). Their study in Nigeria's manufacturing sector highlighted those employees who benefit from sustainable HR practices exhibit higher loyalty and engage in behaviors that align with organizational objectives. This demonstrates the cross-sector applicability of green initiatives in promoting employee satisfaction and commitment.

In terms of workplace initiatives, the results corroborate the findings of Moda*et al.* (2021), who noted that a positive safety climate in healthcare promotes employee engagement and safety-conscious behavior. Implementing green workplace initiatives in healthcare not only addresses environmental concerns but also creates a supportive and engaging environment, enhancing employees' emotional and professional commitment. Some studies have presented contrasting findings. For instance, Isikwei&Amadi (2024) argue that workplace spirituality and meaningful work have a more significant influence on employee commitment compared to green practices. This suggests that while green initiatives are essential, healthcare firms should integrate them with other employee-centric approaches, such as fostering value-oriented leadership and promoting meaningful work experiences, to maximize employee commitment.

Additionally, the study reinforces the importance of leadership in driving green HRM practices, as noted by Genty (2021). Leaders who demonstrate commitment to environmental sustainability can influence employees to adopt green behaviors, enhancing their loyalty to the organization. Conversely, inadequate leadership support can limit the effectiveness of green initiatives in improving commitment, highlighting a potential barrier in healthcare firms. The findings support the idea that green practices, when effectively implemented, play a vital role in enhancing employee commitment in healthcare firms. However, organizations must integrate these initiatives with holistic strategies, including strong leadership and employee-centric approaches, to achieve comprehensive and sustainable outcomes. Future research should explore the long-term impact of green initiatives on employee behavior and organizational performance in Nigeria's healthcare sector.

5. Conclusion and Recommendations

The findings of this study highlight the critical role that green workplace practices, such as green flexible work arrangements, green workplace initiatives, and green human resource management (GHRM) practices, play in enhancing employee commitment in healthcare firms in Delta State. Green flexible work arrangements significantly improve employees' ability to achieve work-life balance, which reduces stress and fosters loyalty to their organizations. Similarly, green workplace initiatives align employees' personal values with organizational goals by creating eco-conscious environments that increase job satisfaction and dedication. GHRM practices, such as sustainable training programs and eco-friendly recruitment, further promote a culture of environmental responsibility, strengthening employees' emotional and professional connection to their workplace.

For healthcare firms inEthiope East Local Government Area Delta State, the implications of these findings are far-reaching. First, adopting green practices can mitigate the high levels of stress and burnout commonly experienced by healthcare employees, leading to improved retention rates and organizational stability. Second, these practices not only enhance employee satisfaction but also contribute to environmental sustainability, positioning healthcare firms as socially responsible organizations within their communities. This dual benefit of green initiatives makes them a valuable strategy for addressing both workforce challenges and the broader need for sustainability in healthcare operations.

In addition, implementing green practices strengthens the reputation of healthcare firms in Delta State by demonstrating their commitment to both employee welfare and environmental stewardship. This can help attract top talent, improve public trust, and enhance organizational performance. However, to fully realize these benefits, healthcare firms must integrate green practices with supportive leadership and employee engagement strategies. By doing so, they can build a resilient and committed workforce, while contributing to the broader goals of sustainable development in the healthcare sector. These findings underline the importance of prioritizing green initiatives as a strategic tool for organizational growth and sustainability. On the basis of the findings, the following recommendations were given:

➢ Healthcare firms in Ethiope East Local Government AreaDelta State should develop and implement green policies, including flexible work arrangements, to promote work-life balance and reduce employee stress. This could involve introducing telecommuting, compressed workweeks, and eco-friendly workplace initiatives that align with employees' personal and environmental values.

➢ Organizations should prioritize green human resource management practices, such as sustainable training programs, environmentally conscious recruitment, and performance evaluations tied to green initiatives. These practices will help foster a culture of sustainability and strengthen employees' commitment to their workplace.

➢ Leaders in healthcare firms should actively champion and support green initiatives, demonstrating a commitment to environmental sustainability and employee well-being. Leadership should focus on creating an inclusive environment where employees feel empowered to participate in green activities, reinforcing their loyalty and engagement with the organization.

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