# GREEN HUMAN RESOURCE MANAGEMENT, TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE BEHAVIOURAL OUTCOMES OF MTN NIGERIA PLC, LAGOS STATE, NIGERIA

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**JULY, 2022**

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS OF SCIENCE (M.Sc) DEGREE IN INDUSTRIAL RELATIONS AND HUMAN RESOURCE MANAGEMENT IN THE DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF MANAGEMENT AND SOCIAL SCIENCES, COVENANT UNIVERSITY.**

**JULY, 2022**

# ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of Masters of Science Degree in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

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# DECLARATION

I, **ADUBOR, NKECHI VIVIAN (20PAC02140),** declares that this research was carried out by me under the supervision of Prof. Anthonia A. Adeniji of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this dissertation are duly acknowledged.

**ADUBOR, NKECHI VIVIAN**

**Signature and Date**

# CERTIFICATION

We certify that this dissertation titled **"GREEN HUMAN RESOURCE MANAGEMENT, TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE BEHAVIOURAL OUTCOMES OF MTN NIGERIA PLC, LAGOS STATE, NIGERIA"** is an original work carried out by **ADUBOR NKECHI VIVIAN (20PAC02140)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of **Prof. Anthonia A. Adeniji**. We have examined and found this research work acceptable as part of the requirements for the award of Masters of Science (M.Sc) Degree in Industrial Relations and Human Resource Management.

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# DEDICATION

This research work is dedicated to God, the giver of wisdom and knowledge, who provided supernaturally throughout this program.

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# ABBREVIATIONS

AMO - Ability Motivation Opportunity

AVE - Average Variance Extracted

COVID-19 - Corona Virus Disease of 2019

CSR - Corporate Social Responsibility

EBO - Employee Behavioural Outcomes

EC - Employee Commitment

EL - Employee Loyalty

EM - Environmental Management

EP - Employee Productivity

ES - Employee Satisfaction

GC - Green Compensation

GHRM - Green Human Resource Management

GL - Green Loyalty

GR - Green Recruitment

GRS - Green Recruitment and Selection

GT - Green Training

HR - Human Resource

HRM - Human Resource Management

MTN - Mobile Telephone Network

PEB - Pro-Environmental Behaviour

PLC - Public Limited Company

RBV - Resource Based View

SIT - Social Identity Theory

SPSS - Statistical Package for Social Science

USD - United States Dollar

# ABSTRACT

*In practice, green human resource management has positively impacted the environment. Considering the rise in the complexity of issues relating to economic, social, and environmental scenarios that depict performance in the workplace, the practice of transformational leadership is very critical. This research investigated the moderating effects of transformational leadership on green HRM and employee behavioural outcomes. The study was carried out in MTN Nigeria Communications PLC. This study adopted a descriptive research design. A total of 348 copies of questionnaire were administered; however, only 300 were returned. The returned questionnaire constitutes 86.2% of the sample studied and is considered an acceptable percentage for this study. The dataset for the study was analysed and presented using SPSS (Statistical Packages for Social Sciences) and SEM-PLS (Structural Equation Model) to test hypotheses. The results suggested from tested hypotheses that, green recruitment has a significant effect on employee commitment, green training has a significant effect on employee productivity, green performance appraisal has a significant effect on employee loyalty, green compensation has a significant effect on employee satisfaction and transformational leadership does not moderate the relationship between green human resource management and employee behavioural outcomes but transformational leadership has a direct relationship with employee behavioural outcomes. It can be concluded that transformational leadership does not moderate the relationship between green HRM and employees' behavioural outcomes. The research recommended that the need to develop sustainable strategies to promote a transformational leadership style should consistently be encouraged in the organisation, supervisors should be willing to take risks with their team, provide necessary emotional support to their subordinates in getting work done, encourage employees to come up with innovative ways of doing things, give personal attention to individual employees, establish a supportive climate where individual differences are respected and also assign tasks and duties according to the knowledge and capabilities of the employees.*



**Keywords**: ***Employee Behaviourial Outcomes, Green Human Resource Management, Transformational Leadership***