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EFFECT OF GREEN HUMAN RESOURCES MANAGEMENT ON EMPLOYEE ECO-FRIENDLY BEHAVIOR IN SELECTED HOTELS IN MINNA NIGER STATE NIGERIA

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Abstract

Environmental issues force hotels to create and implement policies that support sustainability. The pressures such as legal obligations have significant influence on the performance of hotel industry. Thus, hotels must convert their efforts towards green practices. The aim of the study is to determine the effect of Green Human Resources Management (GHRM) on employee eco-friendly behavior. The study adopted quantitative research method. The target population comprises 159 staffs of some selected hotels in Minna, Niger state. Stratified sampling technique was used to select sample of 110. The instrument of data collection is questionnaire. Four hypotheses were tested using multiple regression analysis. The study found that green training, green compensation, and green performance management were significant while green employee relations are insignificant. The results demonstrate that green human resources management promotes employee eco-friendly behavior. The study, therefore, recommends that Hotel industry in Minna, Niger State should establish and implement a green goal.

Keywords: Green training, green compensation, green performance management, green employee relations and employee eco-friendly behavior.

1.0 Introduction

Environmental and resources reservation concern have encouraged hotels to be greener. Since hospitality depends mostly on energy, natural resources and human talent, hotels industry has been one of the epic centers of discussion. Therefore, hotel industry support and encourage conservation, recycling and waste reduction. Green Human Resources Management consists of all practices policies, systems, and activities to assist a firm to execute its programs in order to become an environmental organization (Zaid and Jaaron, 2023). GHRM has been recognized in hotels because of the perception that the green creativity and initiatives can benefit the environment and increase the retention of talent and appeal pool (Fiza, Waseem, Muhammad, Sajjad, Muhammad, Ayesha & Hakeem, 2021).

GHRM plays an essential role in employee eco-friendly behaviour in hotels, through pro-environment organizational context building (Jamal, Zahid, Martins, Mata, Rahman, & Mata, 2021; Katz, Rauvola, Rudolph, & Zacher, 2022). Employees are important factor in GHRM implementation; this enables us to connect GHRM practices with corporate strategy in ensuring better results (Zaid & Jaaron, 2023). GHRM will improve employee green behaviour by gaining a deeper understanding of the GHRM practices because it is a strategic tool in making industries and their green operations (Zaad & Jaaron, 2003).

Considering the growing ecological concerns and the attainment of organisational sustainability, GHRM is also gained momentum in the last few years in developing countries, including Nigeria. Organizations located in Nigeria direly need to evaluate, monitor, and enhance management-related activities to successfully tackle the environmental concerns (Rehman, Ullah, Afridi, Ullah, Zeeshan, Hussain & Rahman, 2021).

Employee ecofriendly behaviour is defined as a compound performance domain that includes a meaningful set of employee behaviors that contribute to (or detract from) the shared organizational goal of promoting environmental sustainability (Zacher, Rudolph, & Katz, 2023). Employee ecofriendly behaviour within hotels takes different dimensions when compared to workplace. It's based on worker's age, knowledge, value, environmental awareness and life satisfaction. Employee ecofriendly behaviour is an important factor for organizational development and society. GHRM can be conceived as the core of organizational environmental sustainability, because organizations cannot accomplish their environmental sustainability goals without employees at different hierarchical levels (Ones and Dilchert, 2019).

Hotels in Minna have been under growing pressure to be ecologically conscious over the years, implementing eco-friendly procedures that don't harm the environment and giving it the attention it needs. There is more pressure on hotels to implement eco-friendly practices since they bear direct responsibility for issues related to waste, power, and water (Usman, Zubairu, Anyebe, Abdulwaheed, Adeleke & Ediuku, 2022). Hotels face pressure to improve their environmental performance due to the waste they generate. Despite these significant challenges, Minna's hotels have carried on with business as usual, contributing to the town's economic expansion. Ayuba

and Agah (2018) claim that they have contributed to the provision of public accommodations, food and beverage services, leisure activities, entertainment, meetings, conferences, and employment opportunities.

The importance of HRM in any Minna cannot be overstated as a result of significant responsibility in management its human resources. The resources based view (RBV) is well known theory that suggest that hotels can build their critical resources by improving competitiveness (employees) as well as capability. (Katz et al., 2022), stated that RBV is a theoretic lens in understanding the greening of organizations. In this study, the RBV theory managed to articulate the initial concept of the model and connected the main practice of green human resources as it is believed to superiorly enhance the hotel industry. In addition AMO (Ability Motivation and opportunity) theory is considered due to the reason that GHRM practices and green work life balance dependent upon ability, motivation and opportunities in any level. It may be at individual employee or workforce level, team level, department level or at organizational level (operational performance). While employees must have green ability to perform in green way and have an internal state that leads to a higher degree of willingness to exert the needed effort to perform the job in green way or environment-friendly way with the help of their superiors and employer (Opatha, 2015 and Zaid, Jaaron & Talib-Bon, 2018). The paper aim to investigate GHRM in Minna Hotel with a view to assess their GHRM compliance.

2.0 LITERATURE REVIEW

2.1 Concept of Green Human Resources Management

There is not one universally accepted definition of the concept GHRM as various scholars define it in different ways, though many definitions of the concept do differ in choice of words and phrasing, the good part of it is that untimely, they end up having similar meaning.

Green HRM is directly responsible for creating green workforce that understands, appreciates, and practices green initiatives and maintain its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing and advancing the firms human capital (Mathapati, 2013). It refers to the policies, practices, and system that make employees of the

organization green for the benefit of the individual, society, natural environment and the business (Opatha and Arulraja, 2014; Mandip, 2012). Mandip (2012) explains green human resources management as “the use of human resources policies to promote sustainable use of resources within business organizations and more generally to promote the cause of environmental stability. Jyoti (2019) defines GHRM as the use of HRM policies to encourage resource sustainability within organisations and, more broadly, to support environmental sustainability goals. In his definition, Prasad (2013) defines GHRM as “encompassing all activities aimed at helping an organization carry out its agenda for environment management to reduce its carbon footprint in areas concerning on-boarding and acquisition of human resources, their induction, performance management, learning and development and compensation and reward management”.

(Opatha & Arulrajah, 2014; Prasad, 2013; Mandip, 2012), defines GHRM as the use of human-resource policies, practices and systems to promote sustainable use of resources within organizations through HR activities and processes of recruiting, hiring, training, compensating, developing, and advancing the firm’s human capital.

2.2 Concept of Employee Eco-friendly Behavior

Employee eco-friendly behavior was seen by some group of academics as a way to achieve both organizational and environmental sustainability. Employee eco-friendly behavior (EEB), for instance, is seen by Opatha (2019) as a means of acculturating staff members to green philosophy and principles since, without employee support and contributions, firms cannot become both environmentally friendly and sustainable. Employee eco-friendly behavior, also known as employee green behavior (EGB) is described as scalable employee activities and behaviors that are related to and improve environmental sustainability (Ones and Dilchert, 2019).

Tian, Zhang, and Li (2019) define employee green behavior as eco-friendly behaviors and activities carried out by workers inside their firms. They stress the significance of transforming an organization's initial initiatives into long-term, best practices. These actions may be taken as mandated by the government, for the organization's success, or for its own advantage. EGB

encompasses practices including water conservation, recycling, waste avoidance, energy conservation, and resource efficiency (Norton, Parker, Zacher, and Ashkanasy, 2019).

2.3 Review of Empirical Literature

Akpa, Mowaiye, Akinlabi, and Magaji (2022) examined the influence that green work-life balance and HRM practices have on employee retention in a sample of hospitality firms based in Lagos and Ogun States, Nigeria. Inferential statistics were employed in regression analysis to examine the data gathered from primary sources, or surveys. The study's conclusions demonstrated that green work-life balance—which includes green employee relations, green performance management, green disciplinary management, work-family balance, and work-health balance—had a significant and positive impact on employee retention in hospitality firms in Lagos and Ogun states, Nigeria ($\text{Adj. } R^2 = 0.540$, $F(4, 669) = 176.897$, $p < 0.05$).

Olaiya, Olaosebikan, and Akintunde-Adeyi (2022) examined the effect of green human resource management (GHRM) practices on environmental sustainability using employee behavior as a mediating variable. The information for the collection was supplied by 362 employees of three industrial companies in Nigeria. For data analysis, structural equation modeling, or SEM, was used. The study's conclusions indicate that employee conduct, recruiting procedures, and selection procedures that are ecologically friendly all contribute to environmental sustainability. In industrial businesses in Nigeria, green employee relations also positively affect employee behavior. However, employee conduct does not act as a mediator in the relationship between environmental sustainability and GHRM policy.

Goni and Abubakar (2023) examined the connection between eco-friendly HR practices and hotel performance in Kano, Nigeria. Information from 649 hotel workers in Kano was purposely acquired using questionnaires as part of a survey study technique, and descriptive, correlation, and regression analysis were carried out. The result shows that green skill, green desire, and green opportunity have a good and significant influence on the hotels' environmental performance. Thus, the study concludes that green ability, green motivation, and green opportunity are human resource methods that improve the environmental performance of the hotels in Kano.

Raza & Khan (2022) examined the potential for staff environmental dedication and creative green procedures to enhance the environmental performance of green hotels. The data was obtained through a survey distributed to employees of Turkey's 409 operational green hotels. The PLS-SEM method was employed to look into the proposed theories using Smart-PLS software. The results demonstrated that employing green human resource management (GHRM) strategies results in higher levels of environmental performance through the adoption of green process innovations and employee environmental commitment.

Nisar, Haider, Ali, Jamshed, Ryu, and Gill (2021) examined the impact of green HRM practices on the environmental performance of Malaysia's green hotels. It also examines the relationship between green intellectual capital and pro-environmental behavior. The target population was Malaysian green hotel employees. The survey responses of 374 workers were collected, and PLS-SEM was used to analyze the data. The finding that green human resource practices—green discipline management and training & development—are significant predictors of green intellectual capital is even more positive for pro-environmental behavior. Additionally, the findings showed that staff members' pro-environmental behavior is a critical component in enhancing hotels' environmental performance.

3.0 METHODOLOGY

The study adopts quantitative approach to this study because it easily allows researcher to measure research variables. Population of this study comprises of 159 staff of some selected hotels in Minna as obtained from the managers and accountants of the hotels as presented in Table 1

Table 1: Population of the Study

Hotels	Staff Population
Haske Hotels	50
Whitehills luxury hotel	21
Saftec hotels	28
Dogonkoli hotels	44
Brighter hotel	16
Total	159

Source: Managers and Accountants of the Hotels Listed Above, (2023).

The sample size of this study (110 hotel staffs) was determined using Taro Yamane (1967). The sample size represents 69% of the research population, which was used as the threshold for arriving the sample size per hotel (see Table 2) below:

Table 2 Sample Size of the Study

Hotels	Population	Sample Size
Haske Hotels	50	34.54
Whitehills luxury hotel	21	14.51
Saftec hotels	28	19.34
Dogonkoli hotels	44	30.40
Brighter hotel	16	11.05
Total	159	109.84

Source: Researcher's Computation, 2023.

Therefore, the sample size of the study is 110 staff, the study adopted stratified sampling technique to select respondents in to the sample size. The data was collected using closed-ended questionnaire. The questionnaire was divided into two (2) sections, section 'A' covers statements on GHRM scale (green training, green reward system and green performance management, and green relation) while section 'B' contains statement on significant effect on employee eco-friendly behavior.

The main research variables are two: GHRM practices (independent variable) and employee eco-friendly behavior (dependent variable). Five Likert's scale of strongly disagree (1), disagree (2), indifferent (3), agree (4) and strongly agree (5) were used to measure dimensions of dependent and independent variables. The scales were redesigned in a very simple language to avoid ambiguity, misinterpretations, or misunderstanding of the statements. The questionnaire items were well structured in line with the research objectives of the study, research questions and research hypotheses. In addition, experts in the field of HRM confirmed the face validity of the instrument. The test-and-retest methodology was used to evaluate the study's reliability. A Cronbach alpha value of 0.70 or higher is considered reliable, according to Cresswell (2003). As a result, Table 3 below shows that the variables meet the dependability scale that was previously mentioned.

Table 3: Reliability Test

Variable	Number of Items	Reliability Coefficient
Green Training (GT)	4	0.862
Green Reward (GR)	5	0.835
Green Performance Management (GPM)	5	0.766
Green Employee Relation (GER)	5	0.788
Employee Eco-friendly Behavior (EEB)	5	0.721

Source: Field Survey, 2024

Data collected for this study was analyzed with the help of Statistical Package for Social Science (SPSS), version 23. Regression was utilized to test research hypotheses. Therefore, the regression model for accepting or rejecting research hypotheses at 5% significance level and the formula is given below;

$$Y = \beta_0 + \beta_1 GT_1 + \beta_2 GRP + \beta_3 GP_1 + \beta_4 GER_1 + \varepsilon$$

Where;

Y= Dependent Variable (Employee eco-friendly behavior)

β = Constant

GT= Green Training

GRP= Green Reward or Punishment

GP= Green Performance Management

GER= Green employee relation

ε = Error term

β_1 - β_3 = Regression coefficient of independent variables.

4.0 ANALYSIS AND RESULTS

Out of 110 questionnaires administered only 92 or 83% copies of the questionnaire were validly filled and returned.

4.1 Normality Test

The normality test is used to determine whether a data follows a normal distribution or not by using the Kolmogorov-Sminov method. The stipulation is that if the variable has a calculated value greater than 0.05, then the variable follows the normal distribution.

Table 4: Normality Test

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized residual	
N		92
Normal Parameters, b	Means	3.000000
	std. Deviation	6.03236778
Most Extreme Differences	absolute	.042
	Positive	.042
	Negative	-.031
Test Statistics		.042
asymp. Sig. (2-tailed)		.171
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Researcher's Field Survey, 2023.

The results of the normality test in Table 4 above shows that all variables follow a normal data distribution because the significant value a count of all variables is 0.171 which is more than 0.05.

4.2 Test of hypotheses

The correlation (r) between GHRM and (EGB) Employee eco-friendly behaviour is .584; that is 58.4% increase. GHRM may likely lead to the same 58.4% increase EEB. The R^2 of .341 explain that the four green HRMP (green training, green reward, green performance management and green employee relation) included in this study is responsible for almost 58% variation in dependent variable (employee eco-friendly behavior) due to one unit change in independent variables.

Table 5: ANOVA

Table 5 show the ANOVA results of the independent variables and dependent variable.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.245	4	7.811	9.964	.000 ^b
	Residual	60.365	77	.784		
	Total	91.610	81			
a. Dependent Variable: Employee eco-friendly behavior						
b. Predictors: (Constant), Green employee relation, Green training, Green reward system, Green performance management						

Source: Researcher's Field Survey, 2023.

Table 5 shows the F-value of 9.964 which is significant because the ($p < .001$). This result implies that the model is statistically significant; GHRM has significant effect of EEB in the Minna hotels.

Table 6: Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.199	.316		3.792	.000
	Green training	.255	.068	.353	3.770	.000
	Green reward system	.193	.069	.263	2.797	.007
	Green management performance	-.367	.111	-.329	-3.310	.001
	Green employee relation	.364	.102	.357	3.573	.001

a. Dependent Variable: Employee eco-friendly behavior

The table 6 below shows the specific effect of each GHRM variables on the employee eco-friendly behavior. Hence served as basis for testing the hypotheses.

4.2.1 Test of Hypotheses One (Green Training & EEB)

H₀₁: Green Training has no significant effect on Employee Eco-friendly Behaviour

The Table 6 above (coefficients) shows the t-value for green training (3.770) with a significance level of $p < .01$. Therefore, the hypothesis that green training does not have a significant effect on employee eco-friendly behavior in hotel industry Minna, Niger State is rejected here. It is important to note that employer green training is the second largest contributor to the EEB (.353).

4.2.2 Test of Hypothesis Two (Green reward system &EEB).

H₀₂: Green Reward System has no significant effect on Employee Eco-friendly Behaviour

The Table 6 above $p < .01$ shows the t-value for green reward system (2.797) with a significance level of $p < .01$. Therefore, the hypothesis that green reward system does not have a significant effect on employee eco-friendly behavior in hotel industry Minna, Niger state is rejected here. In addition, the IV contributed just 26.3% to the EEB (Beta = .236)

4.2.3 Test of Hypothesis Three (Green Performance Management & EEB)

H₀₃: Green Performance Management has no significant effect on Employee Eco-friendly Behaviour

The Table 6 above shows the t-value for green performance management (-3.310) with a significance level of $p < .01$. Therefore, the hypothesis that green performance management does not have a significant effect on employee eco-friendly behavior in hotel industry Minna, Niger state is rejected. However, this variable contributed negatively to EEB (Beta = -.329).

4.2.4 Test of Hypothesis Four

H₀₄: Green Employee Relations has no significant effect on Employee Eco-friendly Behaviour

The Table 6 above shows the t-value for green employee relations (3.573) with a significance level of $p < .01$. Therefore, the hypothesis that green employee relations does not have a significant effect on employee eco-friendly behavior in Hotel industry Minna, Niger state is rejected here. However, Green Employee relation is the greatest contributor to EEB (Beta = .357)

4.3 Discussion of Findings

The findings from the three hypotheses demonstrate that employee eco-friendly behavior in the Niger State hotel business is positively and significantly impacted by green HRM practices, including green HR training, green performance management, green incentive systems, and

green employee relations. As a result, we draw the conclusion that GHRM and employee eco-friendly behavior are significantly related. The results of Goni and Abubakar (2023), Nisar, Haider, Ali, Jamshed, Ryu, and Gill (2021), Raza & Khan (2022), and Akpa, Mowaiye, Akinlabi, and Magaji (2022) are consistent with this conclusion.

5.0 Conclusion and Recommendation

This study used a survey research design. A structured questionnaire with a 5-point Likert scale was the instrument utilized. Utilizing multiple regression analysis, the information gathered via questionnaires was examined. According to the regression analysis, there is a substantial impact of GHRM (green performance management, green employee relations, green training, and green reward system) on Eco-friendly behavior among hotel employees in Niger State ($P < 0.05$). As a result, we draw the conclusion that GHRM significantly influences employees' eco-friendly behavior. The study therefore recommended the following:

- i. The personnel at these hotels must get environmental and green initiatives training from the management. They also need to provide opportunities for their employees to use the knowledge they have gained during training. Their environmental knowledge, skills, and capacities will grow as a result of these experiences, raising their intellectual ability and promoting environmentally friendly, eco-friendly conduct.
- ii. Eco-friendly lodging HR managers can think about using non-monetary rewards like praise and recognition to encourage staff members to actively participate in eco-friendly initiatives.
- iii. To encourage employees to participate in eco-friendly practices, hotel management need to provide more specialized support or financial incentives.

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