

GREEN HUMAN RESOURCE MANAGEMENT AND PERFORMANCE OF HOTELS IN ENUGU METROPOLIS

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Abstract: *The study examined Green human resource management and performance of Hotels in Enugu Metropolis. The objectives of the study were to evaluate the relationship between green recruitment and profitability of Hotels in Enugu Metropolis; and the relationship between green training and service quality of Hotels in Enugu Metropolis. The study employed survey research design. The population comprised all staff of all 154 Managers, Supervisors and graduate staff of ten hotels that their rates per night are one hundred thousand Naira (#100,000) and above. Since the population is not large, all 154 staff responded to a structured questionnaire. Data were analyzed using simple descriptive analytical tools such as simple percentages. The hypotheses were tested using the sample proportion test (Z test) at 5% significant level). The result showed that there was significant positive relationship between green recruitment and selection and profitability of Hotels in Enugu Metropolis ($Z = 7.20$ at 5% level of significance); there was significant positive relationship green training and service quality of Hotels in Enugu Metropolis ($Z = 8.00$ at 5% level of significance). The study concluded that there was a positive relationship Green human resource management and performance of Hotels in Enugu Metropolis. It was recommended that the commitment to green practices should be advanced by incorporating various environmentally conscious factors in the recruitment process for potential employees.*

1.1 Introduction

The preservation of the natural environment (hereafter, “environment”) has been an important issue for the last few decades. Nearly every industry has embraced environmental protection practices. The increasing environmental issue is boosting firm’s application of environmentally responsible management because they are working in a competitive worldwide economy, and they need

not only be efficient but also be responsible, particularly in activities directed at protecting the environment (Yong, Yusliza, Ramayah, & Fawehinmi, 2019) Most manufacturing companies have aimed to eliminate the waste created during the production and disposal of their products and, therefore, have improved corporate performance (Melnyk, Sroufe, & Calantone, 2003). In terms of service industries such as hotels, their green efforts include

reducing waste, conserving energy and water in their operations, and educating customers and employees (Bohdanowicz, Zientara, P., & Novotna, 2011).

Industrial toxic waste and hazardous pollutants have severely affected the environment and have brought harsher effects on human life (Pham, Thanh, Tučková, & Thuy, 2020; Wang, Hu, & Zhang, 2020). Many industries' operations are directly or indirectly linked with natural resources and the environment; thus, these operations disrupt ecological sustainability (Abdelhamied, Elbaz, Al-Romeedy, Amer, 2023). Organizations are now curious to transform operations by implementing environmental and social dimensions in business models (Cabral and Jabbour, 2020). Similarly, with rapid evolution, the service industries, including the hotel industry, have also adopted environmentally safe practices (Khaskheli, Jiang, Raza, Qureshi, Khan, & Salam, 2020). Several functional areas of organizations are gradually executing the concept of 'go green.' For instance, green accounting (Rounaghi, 2019), green supply chain (Srivastava, 2007), green marketing (Peattie and Crane, 2005), green finance (Przychodzen et al., 2018), and green creativity (Song and Yu, 2018) are the emerging green practices of different departments. In addition, GHRM receives great attention from scholars and practitioners (Renwick et al., 2013). GHRM is essential for the hotel to achieve environmental sustainability as it motivates employees to follow their organization's footsteps.

Green human resources management (GHRM) is considered one of the most important indicators

of an organization's adoption of environmentally friendly trends. It is an essential part of the overall greening process, as it affects all parts of the organization, such as supply chains, production, strategies, values, culture, employee behavior, etc. (Benevene, & Buonomo, 2020). GHRM is also one of the main directions adopted by hotels to mitigate the negative environmental impacts that they may cause, as it facilitates the implementation of green policies and strategies through its various practices that affect the environmental performance of the organization as a whole (Renwick, Redman, and Maguire, 2013). GHRM has a multidimensional result, including reducing resource waste, energy consumption and waste generation, as well as educating employees and customers about the importance of environmental conservation. In other words, the benefit of applying GHRM practices in hotels goes beyond the classic goal of profit to include protecting the environment and increasing green human capital (Surya, Budarma, & Mudana, 2020). It also influences employee behavior and achieves emotional organizational commitment, which increases employee loyalty to the organization and positive perceptions, encouraging them to perform their work in an excellent manner beyond their duties (Tsaur, & Lin, 2004). Additionally, GHRM practices enhance organizational commitment and improve the problem-solving skills of employees, catalyzing a cooperative spirit, as well as increasing the organization's financial performance, service quality and customer satisfaction (Nielsen, Hrivnak, & Shaw, 2009). In summary, GHRM can be considered one of the most successful organizational tools to improve

performance and maintain a competitive advantage (Nisar, Haider, Ali, Jamshed, Ryu, Gill, 2021).

GHRM covers a broader perspective and targets the organization's crucial stakeholders, i.e., employees (Hameed, Khan, , Islam, Sheikh, and Naeem, 2020). Employees' attitudes, behavior, commitment, and performance regarding sustainability can be measured and influenced by GHRM (Ansari, Farrukh, & Raza, 2021). The appropriate green policies and right execution develop ecofriendly behavior among employees that might boost organizational commitment (Kim, Kim, Choi, 2019). However, researchers argued that employees' commitment, environmental behavior, and performance are also affected by their environmental knowledge, environmental awareness (Okumus, Köseoglu, Chan, Hon, & Avci, 2019), and environmental concern (Dumont, Shen, & Deng, 2017). Environmental knowledge is understanding concepts, ideas, facts, and relationships regarding the natural environment. It compels an individual to save the earth by adopting green strategies; thus, fostering ecofriendly behavior. For instance, if an individual possesses sufficient knowledge regarding the ecosystem, green practices will ultimately attract employees and form an emotional attachment with the organization (Martínez-Martínez, Cegarra-Navarro, Garcia-Perez, & Wensley, 2019). Likewise, Umrani, Channa, Yousaf, Ahmed, Pahi, & Ramayah (2020) stated that when employees value green practices and are concerned about protecting the environment, they put effort to improve environmental performance.

1.2 Statement of the Problem

A company gains a competitive edge when it can outperform its rivals in terms of client attraction, sales growth, profit improvement, and employee and customer retention. Therefore, integrating green practices into HRM not only aligns with sustainability goals but also enhances the overall performance and competitiveness of the organization. This is in line with the resource-based view theory which showed that by adding value, uniqueness, and use resources effectively use of resources, tend to increase the competitive advantage of a company in comparison to another. In terms of the hotel industry, the environmental problems have been concerned by hotels as they are major tourism performers that cause strong environmental impacts through using significant amounts of natural resources. Additionally, along with internal benefits (e.g., cost reduction, efficiency), the external benefits (e.g., customer satisfaction, image) have encouraged hotels to involve themselves in environmental practices especially in developed countries

On the other hand, GHRM is still a relatively new phenomenon in many organisations, particularly in developing nations like Nigeria, and this has resulted in lack of focus on addressing environmental impacts in developing nations. The developing countries' economic growth, driven by increasing industrialization, entrepreneurship, and foreign investment, is anticipated to exhaust more resources and contribute to environmental pollution and poor performance. Although, the environmental management practices in Nigeria are growing gradually, with the establishment of state

environmental protection agency (SEPA) in each of the 36 states with the aid of the federal environmental protection agency (FEPA), more needs to be done. Many Nigerian companies place their plants near residential areas with little to no consideration for the environment. Nigerians have frequently bitterly expressed their discontent with these organizations' excessive levels of environmental degradation throughout their industrial activities. Workers exhibit a high level of disrespect for the environment through ongoing destruction. Hotels are no exception especially as they accumulate a lot of waste both solid and liquid. This has resulted in poor performance and lack of sustainable advantage for the organization. In line with the above problem, this study aimed to evaluate Green human resource management and the performance of Hotels in the Enugu Metropolis

1.3 Objectives of the Study

The objective of the study was to evaluate green human resource management and performance of Hotels in Enugu Metropolis

Specific objectives were to:

- i. Examine the relationship between green recruitment and selection and profitability of Hotels in Enugu Metropolis
- ii. Evaluate the relationship between green training and service quality of Hotels in Enugu Metropolis

1.4 Statement of Hypotheses

From the objectives and research questions, the following hypotheses were postulated:

- i. There is no significant relationship between green recruitment and the selection and profitability of Hotels in the Enugu Metropolis

- ii. There is no significant relationship between green training and the service quality of Hotels in the Enugu Metropolis

Review Of Related Literature

2.1 Conceptual Review

Green Human Resource Management

GHRM practices are defined as "HRM activities, which enhance positive environmental outcomes" (Renwick, Redman, and Maguire, 2013). It is one of the best ways to maintain friendly ties between organizations and stakeholders (Saeed, Afsar, Hafeez, Khan, Tahir, & Afridi, 2019; Yusoff, Nejati, Kee, & Amran, 2020). GHRM is defined as the set of policies, methods and strategies that motivate company employees to perform green behavior and create an environmentally compatible, resource-efficient and socially responsible work environment (Tang, Chen, Jiang, Paillé, & Jia, 2018). The importance of GHRM arises as a decision that an organization takes to transform its employees into a green form by increasing their awareness of environmental issues and inspiring them to perform environmentally conscious actions (Fayyazi, Shahbazmoradi, Afshar, & Shahbazmoradi, 2015). The core of the GHRM concept the development of skills and knowledge related to human capital, increasing environmental awareness and improving environmental behavior and commitment (Tung, Baird, & Schoch, (2018). As human capital (employees) is the main reason for progress or decline in any organization, investing in employees, educating them and preparing them for environmental practices will eventually lead to success in implementing the desired

environmental management (Kim, et al, 2019; Abdelhamied, Elbaz, Al-Romeedy, Amer, 2023).) Globally, scholars and environmental policymakers have concluded that the causes for environmental degradation, such as scarcity of resources, increased emissions, and deforestation, are profoundly embedded in human behavior. Therefore, there is an evolving necessity to develop, recognize, and shape the employees' behavior to alleviate their adverse outcomes on the ecosystem. As a result, the GHRM has emerged as a research subject (Pham, et al, 2020). GHRM is essential in fostering employees' responsible behavior, attitude, and environmental commitment (Ansari, et al, 2021).

Green Recruitment and Selection

Recruitment is defined as the process of searching for prospective employees to apply for job postings in the organizations and selection is the process of choosing appropriate applicants among the job applicants" (Yarnal, & Patil, 2024). In the competitive "war for talent," the recruitment of top personnel remains a primary challenge for Human Resources (HR) professionals (Renwick, et al, 2013). Green recruiting emerges as a framework wherein the value of the environment is highlighted, becoming a significant aspect of the organization. Drawing in professionals who possess a green-oriented mindset, with awareness of contemporary issues like recycling, safety, and the pursuit of a more sustainable world, becomes more straightforward within this approach.

Effective recruitment and selection methods are crucial parts of any organization's HRM entry point. In Micro, Small, and Medium Enterprises

(MSMEs), the hiring process may place additional emphasis on how candidates can contribute to the business's implementation of sustainable initiatives. This involves not only serving as an example but also fostering a workplace culture that is conscious of sustainability (Suswadi, Irawan, & Aulia, 2022). The overarching goal is to identify individuals who not only excel in their roles but also actively support the business's sustainability initiatives, contributing to its transformation into a more environmentally conscious organization (Suswadi, et al., 2022).

During green recruitment, the personality traits of each applicant should be considered (Yarnal, & Patil, 2024). Researchers have developed a scale to measure employee preferences for environmentally friendly behavior, recognizing that an individual's green competencies are crucial for pro-environmental performance (Subramanian, Abdulrahman, Wu, and Nath, 2016). Conversely, candidates are often attracted to businesses labeled as "green" and environmentally friendly. Establishing a reputation as a "green employer" proves to be a successful strategy for attracting new talent (Guerci, Montanari, Scapolan, and Epifanio, 2016).

Employment registrations can be handled via the website as part of the green recruitment and selection process, which includes employing environmentally conscious individuals without papers. Interviews can be done over the phone or via the Internet. Green recruiting initiation supports job performance in long-term performance assessment and educating employees about green corporation efforts such

as lowering waste and environmental damage. This, in turn, helps to improve environmental performance (Nayak and Mohanty, 2017). By recruiting and keeping resembling employees, green recruitment highlights an organization's willingness to cooperate to benefit environmental performance (Masri and Jaaron, 2017). Green recruitment, apart from its influence on the attraction of internal recruitment to companies, displays the organization's environmental performance

Green Training and Development

Obaid and Alias (2015) have defined development as the "Development of attitudes, behaviors, knowledge, and skills in the employees that stop the corrosion of environment-related attitudes, skills, and knowledge come under the umbrella of training and development." While, on the contrary, training is defined as "the process of preparing multi-talented individuals for the improvement of instruction necessary for innovations" (Rani and Mishra, 2014; Gill, Ahmad, and Kazmi, 2021). Obaid and Alias (2015) defined green training and development as the process of incorporating the employee's green knowledge and skills needed to achieve organizational goals and objectives. The major purpose of green training and development is to raise employees' environmental knowledge and expertise, encouraging them to take a proactive approach to environmental concerns. Furthermore, this technique intends to teach waste reduction and energy conservation skills (Zoogah, 2011). In emphasizing environmental training, Jabbour (2013) emphasized the relevance of human resource practices. According to a Brazilian

study, the systematic manufacture of low-carbon products is important for "environmental training for mitigating climate change" (Saturnino Neto, et al, 2014).

Employees' training is critical in mobilizing them with the skills and expertise needed to make informed decisions about green HRM practices (Ojo, Tan, and Alias, 2020). As a result, they will be motivated to implement green; furthermore, green HRM practices also have another important factor: Green training and development. Training is defined as "the process of preparing multi-talented individuals to improve instruction necessary for innovations" (Rani and Mishra, 2014; Gill et al., 2021). In green HRM practices, training includes providing staff with core competencies such as teaching them how to gather trash information and increasing the company's standard of efficiency and environmental competency (Jabbar and Abid, 2015; Ojo et al., 2020). Workers' desire to contribute to environmentally friendly efforts requires environmental training (Mishra, 2017; Mandago, 2018).

Participation in green training and development programs enhances employees' understanding of various perspectives and the significance of the environment. These programs not only facilitate the adoption of defense mechanisms, such as efficient waste management practices within a company but also enhance employees' capacity to handle unique environmental circumstances (Yarnal, & Patil, 2024). Perron, Côté, and Duffy (2006), through multiple case studies, emphasized the importance of specialized environmental training tailored to an organization's specific needs. They underscored

the necessity of employing a reliable tool to assess the effectiveness of the training program. Teixeira, Jabbour, and de Sousa Jabbour (2012) asserted that employee training is indispensable for the successful implementation of an environmental management system and the establishment of an environmentally friendly organizational culture. According to Sarkis, Gonzalez-Torre, and Adenso-Diaz (2010), environmental training contributes to enhancing the effectiveness of the environmental management system.

Training may help individuals educate about occupational difficulties and transitions, enhance and improve their abilities, and drive them to fulfill the task (Rani and Mishra, 2014). Extending the previous literature, current research expects a direct link between green training and development and environmental performance. Green training and development techniques minimize waste, ensure the efficient and effective use of resources, save energy, and stop environmental degradation. According to the Nigerian perspective, employing green training and development techniques can help foster employees' aptitude for ecological sustainability (Ullah, 2017). Therefore, eco-friendly training and development methods should include seminars and workshops that will allow staff members to successfully learn the information and skills needed to manage the environment; so that they may demonstrate pro-environmental behaviors while also becoming eco-friendly (Hosain & Rahman, 2016). Additionally, environmental topics, including energy, safety, recycling, and waste management, should be prioritized when

instructing staff members throughout training and development programs (Genty, 2021). Additionally, a firm may strengthen environmental stewardship among its staff members by offering green training and development during recruit induction. This is because the program's material would have been rigorous enough to give participants a thorough understanding of the company's green management rules and procedures (environmental sustainability).

Organizational performance

Performance has been alluded to as action-oriented, the results that yield from this action, and the successes accomplished in comparison to competitors (Corvellec, 1994). Organizational performance (OP) is the organization's capacity to realize its endeavors by deploying its resources in a well-organized and efficient mode. Organizational performance can be measured using both financial and non-financial indicators (Tseng, 2014). As classified by Maltz, Shenhar, and Reilly (2003), there are five key factors utilized for the assessment of performance, which are financial performance, market/customer, people development, process, and the future. Concerning Richard, Devinney, and Yip (2009), the approaches that are observed, measured, and evaluated are the financial, product market, and shareholder outcomes; these approaches are evaluated to study the performance of an organization and the attainment of its goals and objectives. Nevertheless, Dyer and Reeves (2006), classified three different results for organizational performance, which are (1) financial results (profit and market share); (2) organizational

results (efficiency, quality, and productivity); and (3) human resources results (satisfaction, attitudes and behaviors, and commitment). The study concentrated on one financial measure (profitability) and one non-financial measure (service quality)

Profitability

Profit is an essential precondition for the increasing attractiveness of a company. In addition, profit attracts investors and improves the level of solvency, and thus, strengthens consumers' confidence. The financial performance of the Hotel Industry is also appropriate within the macroeconomic framework since the Hotel industry is one of the financial system components, development of economic growth and stability (Alemu, 2020). Profitability refers to the measure of financial performance, it is one of the main aims of the Hotel Industry or Hotel sector. Profitability refers to the degree to which a company is to generate revenue and can reap financial gain. In other words, it indicates a firm capability to utilize its assets and resources to gain income (Said, Rahman, Mutalib, & Shah, 2021). Considering the importance of maintaining profitability, previous research investigated the factors or determinants of hotel profitability from different perspectives in other countries. Some of the studies have covered the external determinants, internal determinants, and the effects on policy implementation towards the profitability of hotels.

Tan (2017) has conducted a study not only on hotel-specific factors but also on the industry-specific factors and macroeconomic determinants of hotel profitability where he

concludes that some hotel-specific and industry-specific determinants do affect profitability while macroeconomic determinants have no effects on the profitability of the hotel. Previous studies by Abdulla (2020), Alemu (2020), Ben Aissa & Goaied (2016), and Kalas, Mirovic, & Pavlovic (2019) used return on asset (ROA), return on equity (ROE), hazard risk, and return on capital employed (ROCE) to represent profitability. This generally represents the amount of profit they can generate as compared to the amount they spend on the asset, equity, and capital. Based on the previous studies, profitability performance is very crucial to the hotel industry to sustain the financial performance in the long term and there are specific factors that contribute to the competitive advantage of the hotel companies.

Dissimilarity of profit among hotel industries over the years in a given city would result in suggesting that internal factors or firm-specific factors and external factors play a vital role in influencing their factors affecting financial performance. It is therefore imperative to identify what are these factors as it can help hotel industries to take action on what will increase the factors affecting financial performance and investors to predict the factors determining the profitability of the Hotel Industry (Alemu, 2020).

Service Quality

Service quality in the hospitality industry becomes one of the most important factors for gaining a sustainable competitive advantage and customers' confidence in the highly competitive marketplace, and therefore service quality can give the hospitality industry a great chance to create competitive differentiation for

organizations. It is thus considered a significant core concept and a critical success factor in the hospitality industry. A successful hotel delivers excellent quality service to customers, and service quality is considered the life of a hotel. Many benefits can be achieved by service quality such as establishing customer satisfaction, contributing to business image, establishing customer loyalty, and providing a competitive advantage to a business. Service quality performance can mean different to different people, for example, employees may show higher perceptions of service quality than customers perceive, and thus managers and their employees never like to identify deficiencies in service quality. In some earlier studies, service quality can be defined as the extent to which the service fulfills the needs or expectations of the customers or conceptualized it as the overall impression of customers as regards the weakness or excellence of the service. However, service quality is defined as “what the customer gets out and is willing to pay for” rather than “what the supplier puts in”. Therefore, service quality can be seen as the gap as between the expected service and the actual perceived service (Al-Ababneh, 2017).

Dimensions of Service Quality

Service quality consists of three dimensions: physical facilities, staff, and materials. It also divided into two aspects: functional quality and technical quality. A similar approach argued that service quality includes three dimensions: functional quality, environment and technical quality. Another approach confirmed that service quality has five dimensions namely: assurance,

reliability, empathy, tangibility and responsiveness (Al-Ababneh, 2017).

Measurements of Service Quality

Although there is disagreement among researchers about the measurements of service quality, several instruments or measurements have been developed to do so, such as SERVQUAL, SERVPERF, INTSERVQUAL and INSQPLUS. Many measurements have been developed in the tourism industry for evaluating service quality such as HOLSERV, DINESERV, CASERV and LODGSERV. More specifically, DINESERV is used in restaurants; CASERV is used in the casino sector; while LODGSERV and HOLSERV are used in the accommodation sector. Other measurements such as INTQUAL and INTERSERVQUAL are used to measure employees' perceptions of service quality. Due to the specificities of services in the hospitality industry (i.e. impossibility of storage, inseparability, and impalpability), and thus a specific Model (SERVices QUALity) called SERVQUAL was introduced for measuring service quality. The SERVQUAL scale has become the most popular instrument for measuring service quality. The model has been applied in various service industries including tourism and hospitality. The SERVQUAL model consists of five dimensions, namely: empathy, reliability, assurance, responsiveness and tangibility. It evaluates customer's perceptions of service quality and that based on the gap between customers' expectations and their perceptions. Since service quality is a multidimensional construct, and therefore each dimension of SERVQUAL has different features for evaluating customer perceptions and expectations

regarding service quality in the hospitality industry (Al-Ababneh, 2017).

2.2 Theoretical Review

Recourse-based view theory

This theory derives from the idea of economist Edith Penrose. The theory argues that resources including employees, systems and business partners are combined into ways of working which are rare, inimitable, valuable and non-substitutable so that they become sources of competitive advantage (Tyson & York, 2006). HR systems create the human capital pool of skilled people so that they can sustain what Wright, Dunford, & Snell (2001) described as strategically relevant behaviours. The Resource-Based Approach focuses on internal resources that are viewed as the principal factor for a sustainable competitive advantage.

In effect, the value brought by human resource is the core of this approach where flexibility is optimized in order to reduce costs and increases efficiency. Human resources, by adding value, uniqueness and the most effective way to use resources, tend to increase the competitive advantage of a company in comparison to another (Porter, 1991). The (RBV) tends to ignore the baseline of specific industries as it takes into account the differences of firms in the same sector as a competitive advantage. However, competitive advantages are gained by the rightsizing process, which implies that an organization obtains more output from its existing resources and optimizes the way in which they are used.

Therefore, it is the way in which these resources are used, along with the same baseline in an industry, which create the competitive

advantages rather than the differences between firms. According to (RBV), managers seek to gain a competitive advantage through the quality of the people employed. The basic requirement to trade in most industries is a well-trained workforce, flexible and responsive to customer demands. These basic policies Purcel (1994) describes as 'table stakes' the price necessary for terms and trading in the market, but not a sufficient differentiator for a long-term competitive advantage. The RBV, therefore requires, a skills and capability focus, so that firms learn faster than their rivals, and that they protect and enlarge their intellectual capital. As a consequence, companies can generate a human capital advantage as well as an organizational process advantage.

According to Mavrinac and Siesfield (1997), 35% of an institutional investor's valuation of a company is attributed to non-financial attributes, such as management credibility and expertise, innovativeness, the ability to attract and retain talent, compensation practices, and the quality and execution of the business strategy. As a basis of competitive advantage, the (RBV) lies primarily in the application of the bundle of valuable interchangeable tangible resource at the firm's disposal (Wernerflect, 1984). To transform a short-run competitive strategy into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Peteraf, 1993).

Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable. Such elements as the speed of response to the customer, the brand image, the

quality of the product or service and the relationship, marketing approach are the constituent parts of the competitive strategy, into which the HRM component of competency recruitment and development, motivation and retention, innovation and problem-solving are embedded (Tyson & York, 2006). Despite the enthusiasm with which the theory has been embraced, it has received a lot of criticisms. The theory focuses on the macro phenomena averaged over a wide industry sample (Rouse & Daellebach, 1999). This approach seems inconsistent with major tenets of the resource-based view which include resource heterogeneity which directs researchers to uncover unique, firm specific assets that can result in sustained profitability of the firm and not tailor research to understand what the case is for the average representative firm (Aharoni, 1993).

2.3 Empirical Review

Akpobolokami (2023) examined green recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) International (Multinational) Oil and Gas producing companies in Nigeria registered with the Department of Petroleum Resources. A census sampling was adopted hence, the entire five (5) International (Multinational) Oil and Gas producing companies in Nigeria were studied. However, for the purposes of data collection, 50 managers were used as respondents. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the

items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating influence of green work perceptions. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship recruitment and selection and organizational agility of multinational oil and gas companies in Nigeria.

Said, Rahman, Mutalib, & Shah, (2021) investigated Profitability Performance Analysis on Malaysian Hotel Industry during Covid-19 Pandemic. The study aimed to examine the determinants of profitability in the hotel sectors in Malaysia from 2010 to 2019. The profitability level of the firms is evaluated using four different variables which are leverage, liquidity, net asset turnover, size of the company and panel data analysis techniques. The present study gathered data on hotels listed under Bursa Malaysia. The findings showed that the leverage and net asset turnover have a positive relationship with profitability while liquidity and size of a company have a negative relationship with profitability. The study also found that leverage and size of the company have a statistically significant relationship with profitability while liquidity and net asset turnover do not have a statistically significant relationship with profitability. This finding provides a better understanding for hotels to improve their financial performance and to have a better plan of their spending assets and leverage. Therefore, it can help the hotel sector to sustain and have recovery planning to prevent issues related to debt default payment in the future.

Jasim & Altaee (2023) examined the Effect of Green Training and Development on Sustainable Performance: Analytical Research in the Ministry of Environment. The main research problem revolves around the question of the extent of implementing green training and development and sustainable performance in the ministry (What is the nature of the relationship between green training and development and sustainable performance in the ministry?). To clarify the relationship between the research variables, two main hypotheses were formulated along with sub-hypotheses. The study also aims to assess the level of the ministry's interest in the research variables and provide key recommendations to enhance sustainable performance through the adoption of green training and development. The descriptive-analytical method was employed in this study, where data was collected from a random sample of 250 individuals, but 150 questionnaires were collected. The researchers used a range of statistical methods using software such as Excel, SPSS V28, and Amos V25. The most significant results of the study indicate that sustainable environmental performance can be enhanced through a focus on training and the development of green environmental practices in general.

Manthena & Ravi (2023) investigated the impact of Green Training and Development on Employee Performance in IT Companies in Hyderabad, Mediating Role as Motivation. A descriptive research design is used for this study. The framework of the hypothesis is to find the relation between Green Training and Development has a positive impact on employee performance through motivation plays a

moderating role. A structured questionnaire with Likert five-point scales is prepared and tested to collect primary data from respondents; the targeted population for this study was selected from 5 different IT companies in Hyderabad, with approximately 250 employees from all departments, and data also collected from senior managers and Senior HR, the simple random sampling method is used for distribution of the questionnaire. The data obtained from the respondents are represented through tables, charts, bar diagrams, and graphs to analyze the hypothesis and test the hypothesis. From this study, it is exposed that Green Training and Development has a positive relation with Employee Performance as a moderating role of motivation. The management should search for employee training staff that are familiar with Green HRM practices like Green Recruitment & Section, Green T&D, Green Performance Appraisal, and Green Motivation and they should be ready to apply their skills and knowledge for better performance of employees and organizational sustainability.

3. Methodology

This research employs the survey research design which is a systematic method of data collection using structured questionnaire. It is an effective and efficient method of gathering information about the population, as it describes the characteristics of subject's opinions and attitudes. The population of the study comprised of 154 Managers, Supervisors and graduate staff of ten hotels that their rates per night are one hundred thousand Naira (#100,000) and above. The questionnaires, was constructed in five-point Likert scale. To ensure reliability, the

questionnaire was pre-tested on 20 respondents. In this study a reliability co-efficient (Alpha value) of more than 0.7 was assumed to reflect the acceptable reliability. Simple descriptive analytical tools such as simple percentages were used to conduct the analysis while the hypotheses were tested using the sample proportion test (Z test).

Table 4.1: Questionnaire Response Rate

Respondents	Distributed	Returned	% Returned	Not Returned	% Not Returned
	154	100	65	54	35

Source: Field Survey, 2024

4.2 Analyses of Biographic Data

Table 4.2: Demographic distribution of respondents

Description	Respondents	Percentage
Gender		
Male	60	60
Female	40	40
Total	100	100
Age (Years)		
20-29	20	20
30-39	40	40
40-49	20	20
50-59	10	10
60 and above	10	10
Total	100	100
Marital status		
Single	30	30
Married	70	70
Divorced	-	-
Total	100	100
Highest Level of Education		
HND/BSc	60	60
M.Sc and above	40	40
Total	100	100
Working Experience		
Less than 2 years	20	20
2 – 5 Years	30	30
6 – 10 Years	32	32
11 years and above	18	18
Total	100	100

Source: Field Survey, 2024

4. Data Presentation and Analysis

4.1 Questionnaire Return Rate

Questionnaire was distributed to 154 respondents, out of which 100 returned, representing a response rate of 65%. The response rate table is given below.

4.3 ANALYSIS BASED ON RESEARCH QUESTIONS

4.3.1: What is the relationship between green recruitment and selection, and Energy conservation efforts in selected Hotels in Enugu Metropolis?

TABLE 4.3 Relationship between green recruitment and selection and profitability of Hotels in Enugu Metropolis

Variable	Response	% Response
Strongly Agreed	40	40
Agreed	46	46
Undecided	0	0
Disagreed	14	14
Strongly Disagreed	0	0
Total	100	100

Source: Field Survey, 2024

Table 4.3 showed that 40 respondents (40%) strongly agreed that there is a relationship between green recruitment and selection, and profitability of Hotels in Enugu Metropolis, 46 (46%) of respondents agreed, none was undecided, 14 (14%) disagreed and none strongly disagreed

4.3.2: What is the relationship between green training and recycling and service quality of Hotels in Enugu Metropolis?

TABLE 4.4 Relationship between green training and recycling and service quality of Hotels in Enugu Metropolis

Variable	Response	% Response
Strongly Agreed	40	40
Agreed	50	50
Undecided	0	0
Disagreed	10	10
Strongly Disagreed	0	0
Total	100	100

Source: Field Survey, 2024

Table 4.4 showed that 40 respondents (40%) strongly agreed that there is a relationship between green training and recycling and service quality of Hotels in Enugu Metropolis, 50 (50%) of respondents agreed, none was undecided, 10 (10%) disagreed and none strongly disagreed

4.4 Hypotheses Testing

4.4.1 Ho1: There is no significant relationship between green recruitment and selection, and profitability of Hotels in Enugu Metropolis

Using sample proportion statistics:

$$Z = \frac{P - P_0}{\sqrt{P_0(1 - P_0)}}$$

N

Where P = Proportion of respondents who responded positively to the

Variable of interest

Po = probability of rejecting null hypothesis (0.05)

1 = A constant

N = Total number of respondents

Using table 4.3

Table 4.3 = 40% + 46% = 86% = 0.93

P = 0.83

N = 100

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

$$Z = \frac{0.86 - 0.5}{\frac{\sqrt{0.5(1-0.5)}}{100}}$$

$$Z = \frac{0.36}{\frac{\sqrt{0.5 \times 0.5}}{100}}$$

$$Z = \frac{0.36}{\frac{\sqrt{0.25}}{100}}$$

$$Z = \frac{0.36}{\sqrt{0.0025}}$$

$$Z = \frac{0.36}{0.05}$$

$$Z = 7.20$$

Since the computed value of 7.20 is more than the critical value of 1.96, we reject the null hypothesis (Ho) and accept the alternate hypothesis (H1) indicating that there was significant positive relationship between green recruitment and selection, and profitability of Hotels in Enugu Metropolis

4.4.2 Ho2: There is no significant relationship between green training and service quality of Hotels in Enugu Metropolis

Using sample proportion statistics:

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

Where P = Proportion of respondents who responded positively to the

Variable of interest

Po = probability of rejecting null hypothesis (0.05)

1 = A constant

N = Total number of respondents

Using table 4.4

Table 4.4 = 40% + 50% = 90% = 0.90

P = 0.90

N = 100

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

$$Z = \frac{0.90 - 0.5}{\frac{\sqrt{0.5(1-0.5)}}{100}}$$

$$Z = \frac{0.40}{\frac{\sqrt{0.5 \times 0.5}}{100}}$$

$$Z = \frac{0.40}{\frac{\sqrt{0.25}}{100}}$$

$$Z = \frac{0.40}{\sqrt{0.0025}}$$

$$Z = \frac{0.40}{0.05}$$

$$Z = 8.00$$

Since the computed value of 8.00 is more than the critical value of 1.96, we reject the null hypothesis (Ho) and accept the alternate hypothesis (H1) indicating that there was significant positive relationship between green

training and service quality of Hotels in Enugu Metropolis

4.5 Discussion of the Findings

This study has been designed to evaluate relationship between Green human resource management and performance of Hotels in Enugu Metropolis. The components of Green human resource management (green recruitment and selection and green training) have positive relationship with dimensions of organizational performance (profitability and service quality). The positive relationships between Green human resource management and organizational performance are consistent with previous research conducted to investigate such relations (Jasim & Altaee, 2023; and Fapohunda, et al, 2022) The implication of the result of this study is that organizations can look into area of Green human resource management to achieve desired organizational performance for organization

5.1 Summary of Findings

From the analyses, the following findings were made:

- i. There was significant positive relationship between green recruitment and selection and profitability of Hotels in Enugu Metropolis ($Z = 7.20$ at 5% level of significance)
- ii. There was significant positive relationship green training and service quality of Hotels in Enugu Metropolis ($Z = 8.00$ at 5% level of significance)

5.2 Conclusion

The study evaluated the relationship between Green human resource management and environmental performance in selected Hotels in Enugu Metropolis. The study found a positive

relation between variables of Green human resource management such as green training and green compensation/reward; and dimensions of organizational performance (profitability and service quality). The study therefore concluded that there is a positive relationship Green human resource management and performance of Hotels in Enugu Metropolis.

5.3 Recommendations

From the findings and conclusion, the following recommendations were made:

1. The commitment to green practices should be advanced by incorporating various environmentally conscious factors in the recruitment process for potential employees
2. Organizations should raise employees' environmental knowledge and expertise through green training, encouraging them to take a proactive approach to environmental concerns

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