

Green Human Resource Management Practices and Employees Retention in Hospitality Industry, Kogi State, Nigeria

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Abstract

The Hospitality industry plays a significant role in the nation's economy but its survival greatly depends on the performance of its human resources. This study on Green Human Resource Management Practices and employees' retention in the Hospitality Industry in Kogi State is written to examine how hospitality firms in Kogi State utilize green recruitment, green training and green compensation towards retaining their employees. The study adopts a descriptive research survey design and complete enumeration method. Respondents were reached through a structured questionnaire. The respondents were employees who worked in the selected hospitality industry in Kogi State who are either at management, supervisory, senior or junior categories. The research instrument was validated by experts while reliability test was conducted using Cronbach Alpha reliability statistics. Data were analyzed using both descriptive and inferential statistics. Specifically, the data were analyzed using simple percentages and mean and hypotheses tested using multiple regression. The study revealed that there is a significant positive relation between green human resource practices and employees' retention in the hospitality industry in Kogi State, Nigeria. The study therefore recommends that management of hospitality firms in Kogi State should not only focus on green recruitment, training and compensation but should also ensure that these practices are integrated into their operational manual and company human resource policy. This will guarantee its sustainability, thus, enhance employees' retention which would improve workers' and organisational performance.

Keywords: Green, Human Resource Management, Employee retention, Hospitality.

Introduction

The hospitality industry plays a significant role in the social and economic development of nations across the globe considering its potentials in employment generation, revenue generation to nations and individuals as well promotion of wellbeing of the citizens. In Nigeria the hospitality industry has played critical role in several dimensions. This sector like any other critical sector of the nation's economy is targeted at pursuing its strategic and immediate objectives of increased returns, customers' satisfaction, sales volume, customer loyalty and environmental suitability. However, for the attainment of these objectives will be difficult without a well-motivated employees transparently recruited, trained and compensated. These employees will need to be properly integrated and be willing to remain for a reasonable length of time to be able to put their best towards advancing the firms objectives. However, while employees are engaged to assist employers to pursue their objectives, the employees on their part also need to meet their personal objectives such as health and Safety in workplace, decent work environment, and adequate compensation. The actives in hospitality have been prone to environment hazard thereby leading to biodiversity loss, water

pollution, air pollution and greenhouse gasoline emissions (Atinuke & Omoseni, 2022). This has exposed employees in the sector to unnecessary and unavoidable hazard capable of increased labour turnover. For example, Folorunsho and Sajuyigbe (2018) noted that this has evidently resulted to high rate of employee turnover thereby posing additional costs in turns of identifying and hiring employees for replacement more frequently. In response to this negative trend human resource experts have identified the need to initiate and adopt green human resource management practices to ensure that employees are willing to remain in their place of employment for a reasonable length of time without considering the option of quitting the job. Green human resources management practices are the application of human resources management practices such as recruitment, selection, training, performance appraisal compensation job analysis, separation, etc. targeted towards environmental sustainability and employees' safety (Mowaiye et al., 2022). This conscious attempt of enshrining green human resources management practices is target at ensuring that cost of operations is greatly reduced, environmental protection as well as saving energy with the view to retaining employees. In Kogi State hospitality industry has been playing a significant role especially helping hospitality entrepreneurs to meet their objective but green practices seem not to have been given adequate priority. There has been research conducted on green human resources management practices such as Zhan et al (2019), Pham et al (2019) Shaban (2019), Muita (2019), Sharma (2016), Vllah (2017) and Diana (2016) to mention bordering on green human resource management practices and employee retention but there is dearth of literature which domesticate this subject to Nigeria context and Kogi State in Nigeria. To this end, this study examines the impact of green human resource management practices on employee retention in selected hospitality industry in Kogi State. Specifically, the independent variable green human resource management practices will be measured with green recruitment, green training and green compensation and these decomposed variables will be measured against the dependent variable employee retention.

Review of Relevant Literature Review

Green human resources management practices, is seen as the human resources management activities such as recruitment, selection, training, performance, appraisal, compensation as well as separation which are integrated with environmentally friendly behavior (Lenny, Ahmad, 2019, Ravitra 2017). Green human resource management according to Pandey, Viswanathan and Kamboj (2016) is a systematic programme that is consciously carried out by firms with the view to reducing the negative impacts on the environment thereby improving its environmental performance. This implies that such actions are aimed at pursuing a healthy and environmentally friendly human resources policy thus meeting its financial and non-financial goals and environmental protections. Oti and Mlu-Ogar (2018) argued that green human resource management practices are a professional angle of human resource practices which apply rules and human resources policies to enhance environmental sustainability. Therefore, this measure according to Mwita (2019) is the utilization of human resources in the organization through conscious application of their efforts to ensure that their activities are sustained through responsible environmental practices. Green human management practices by this research are seen as the environmental human resource practices such as green recruitment, green training and green compensation.

Recruitment according to Labour (2010) is the systematic process by an organization aimed at stimulating potential applicants to willingness fill vacancies. Green recruitment is therefore the preference of an organization to consciously select candidates and sensitive to environmental matters. This therefore involves process of attracting green candidates for fill job vacancies with certain environmental values. Again, green training refers to the process of implementing a system of learning practices conforming to environmental issues having in mind the view to improving employees' awareness about environmental management (Aruijah et al., 2016 & Ayeswarya,

2017). Therefore, with green training employees are consciously informed about greening in the course of performing their responsibilities.

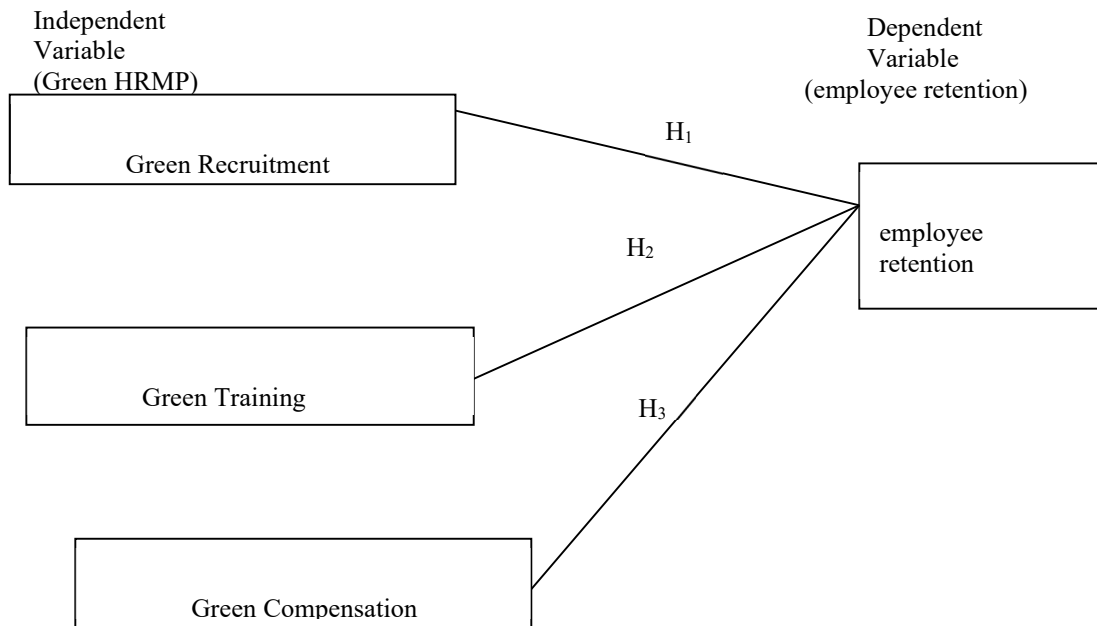
Green compensation is the process of rewarding employees through financial and non-financial measures for good environmental practices. These financial incentives could be bonuses, cash prizes, honours awards or special recognition. These rewards are offered to employees for conforming with green environmental practices in the work place. Employee retention is the process of implementing green human resource management practice by firms in order to assuage the rate of turnover thereby creating a conscious barrier for employees to quit their present jobs (Adesola, 2021 & Audu, 2022). To this end, employee retention can be seen as organization green human resources management practices engaged to retain existing workforce and also putting in measures that will be difficult to replace existing employees (Chowdhury et al, 2017).

Theoretical Framework

This research focuses on ability, motivation and opportunity (AMO) theory. This theoretical postulation has its fundamental first by Balley (1993) which emphasized that human resource theory can be categorized into ability motivation and opportunity enhancing phenomenon targeted at improved output. Again, this theory emphasized the need to pursue green work balance using individual employees' ability, motivation and opportunities thereby improving the desire of employees to remain in an organization. This theory of Amo is relevant to the study on green human resources practices and employee retention because through employees' ability, motivation or opportunity enhancing attributes, employees will be greatly retained thereby reducing turnover rate an organization.

Conceptual Model : This study designs a model which drives the research constructs. For the purpose of emphasis, fig. 1 describes the model as shown thus.

Fig 1 Conceptual Model



Source: Designed by the Researchers (2023)

Fig 1 shows the conceptual model designed by the researchers. The model shows that the independent variable is green human resource management practices and it is decomposed as green recruitment, green training and green compensation. Furthermore, the dependent variable is employee retention. This means that employee retention is being influenced by green human resource management practices. To this end, the model describes how green recruitment, green training and green compensation could influence employee retention in form of timeliness, cooperativeness and responsiveness. Thus, all these retention indices are evidenced in the selected hospitality industry in Kogi State.

Research Methodology

The research adopted a descriptive research design which is a research survey design involving studying the respondents with the view to collecting responses for the purpose of statistical analysis. The primary data obtained were through a twelve items structured questionnaire and data collected were subjected to descriptive and inferential statistical analysis.

The population of this study is the entire employees in the selected firms Kogi State management, middle and junior staff. The total population is 1674, however, this research therefore adopted the Godden' statistical formula which is statistical technique for determination of sample size hence, in using the Godden statistical formula we have:

The Godden (2004) formula denoted as.:

$$SS = \frac{Z^2 (P) (1 - P)}{C^2} \quad \text{-- equ (1)}$$

$$\text{New SS} = \frac{SS}{1 + \left(\frac{SS - 1}{\text{Population}} \right)} \quad \text{equ (2)}$$

Where SS = Sample size

Z = Confidence level 95 %

P = Percentage of population (50%)

C= Confidence interval = 5 % (0.05)

$$SS = \frac{1.96^2 (0.5) (1 - 0.5)}{0.05^2} - - - - - \text{equ (1)}$$

$$SS = \frac{3.8416 (0.5) (1 - 0.5)}{0.0025}$$

$$SS = \frac{0.9604}{0.0025}$$

$$SS = 384$$

$$\text{Population} = 1674$$

$$\text{New SS} = \frac{384}{\frac{1 + (384 - 1)}{1674}}$$

$$\frac{384}{384}$$

$$1 + 0.229$$

$$SS = \frac{384}{1.229}$$

$$\text{New SS} = 312$$

However, out of the total of 312 questionnaires distributed only 249 were duly completed and retrieved giving a response rate of 80%. The research adopts the systematic sampling technique so that every respondent could be given equal chances of representation. In addition, questionnaire was the major source of primary data therefore while a five- point Likert-scale responses of strongly agree (5), Agree (4), Undecided (3), Disagree (2) and strongly disagree (1) were used. The study employed the services of two trained research assistants who helped in the administration of the research questionnaire. More so, the study relied solely on inferential statistics in testing the hypotheses where multiple regression was used in examining the strength of relationship between the decomposed independent variables and the dependent variable. This process was aided with the statistical package for social sciences (SPSS).

Reliability of the Instrument

Reliability of this study was used to determine the internal consistency of the instrument. In testing the reliability of the instrument, the study carried out a pilot study by distributing questionnaires numbering twenty (20) to the target respondents through the help of two trained research assistants; the Cronbach Alpha coefficient measure of internal consistency was adopted. The reliability of the instrument using Cronbach alpha reliability test with the Statistical Package for Social Sciences (SPSS) yielded the result of 0.76 for green human recruitment, 0.74 for green training, 0.89 for green compensation and 0.83 for employees' retention. The reliability result is showed in table 1.

Table 1. Reliability Statistics

<i>Proxies/ Independent Variable</i>	<i>Number of items</i>	<i>Cronbach Alpha</i>
<i>Green recruitment</i>	3	0.76
<i>Green training</i>	3	0.74
<i>Green compensation</i>	3	0.89
<i>Employee retention</i>	3	0.83

Source: SPSS statistical analysis

The 1 revealed that all the variables have Alpha Values above 0.70 hence, the instrument is deemed reliable.

Technique for Data Analysis

The study adopted inferential statistics in analyzing the data. The inferential or parametric statistics was used in testing the earlier formulated hypotheses while multiple regression analysis which examines the strength of relationship between the independent variable (green human resource management practices) and dependent variables (employee retention) however, for the purpose of making a statistical inferences in this research only the inferential statistic results are presented for analysis.

Data Analysis and Results

The study tests the hypotheses using the multiple regression statistical analysis with the aid of Statistical Packages for Social Sciences (SPSS). The independent variable is Green human resource management and the decomposed variables are green recruitment, green training and green compensation respectively while the dependent variable is employee retention. The specific analytical approaches adopted are the descriptive, model summary and coefficient. The decision rule is to accept P. value if the alpha value is ≥ 0.05 otherwise the null hypotheses be rejected.

Table 2. Descriptive Statistics

	Descriptive Statistics		
	Mean	Std. Deviation	N
Green recruitment	3.342	1.118	249
Green training	3.787	0.242	249
Green compensation	3.221	1.332	249
Employee retention	3.243	1.251	249

Table 2 shows the descriptive statistics of the variables, it shows that the selected scale means lie within the accepted range, therefore, they are highly reliable and the research concludes that data obtained and analyzed is significant and reliable. The mean value for green recruitment is 3.342, green training is 3.787, green compensation 3.221 and employee retention is 3.243 as well as standard deviation for green recruitment is 1.118, green training 0.242, green compensation 1.332 and employee retention as 1.251. This implies that employee retention is being influenced by green recruitment, green training and green compensation respectively.

Test of Hypotheses

Table 3. Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.807 ^a	.651	.650	.21342	.116

a. Predictors: (Constant) green recruitment, green training, green compensation.

b. Dependent Variable: employee Retention

Table 3 shows that there is a significant positive relationship between the dependent variable (employee retention) and independent variable (green recruitment, green training, green compensation) as indicated by a strong R of 0.807. The coefficient of determination R² (R square) which measures the percentage of the total change in dependent variable that can be explained by independent variable indicating that variables of human resource management practices collectively increase 0.807 which means that human resource management practices increase the 81% of retention. This also implies that a 1% increase in human resource management practices will lead to 81% employee Retention. However, this could be overstated so the adjusted estimate for the whole result was explored and it also gives 0.650 and the standard error of the estimate is 0.21342. Finally, the model shows that there is no auto correlation in the variables as it shows the Durbin Watson of 0.116.

Table 4. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.121	.024		1.214	.000
	GR	.423	.014	.233	21.23	.000
	GT	.232	.352	.424	13.12	0.00
	GC	.522	.221	.334	25.64	0.00

a. Dependent Variable: employee retention

To test the significance of the regression for the variables green human resource management practices (independent variable) and employee retention (dependent variable) the P-value was considered. The result shows that the average employee retention is 0.121 when green human resource management is zero. The t-test value is 1.214 and its sig-value is 0.000 which is less than alpha value of 0.05 hence, it means that it is statistically significant. This implies that without the influence of green human resource management practices the average employee retention is 1.214.

Conclusion and Recommendations

This study concludes that a human resource management practice is critical to employee retention owing to how such strives in the attainment of timeliness, cooperativeness, responsiveness. The study also concludes that there is a significant positive relationship between green human resource practices and employees' retention in the hospitality industry in Kogi state. The study therefore recommends that managers of hospitality firms in Kogi state should not only focus on green recruitment, training and compensation but should also ensure that these practices are integrated into their operational manual. This will guarantee its sustainability and such would enhance employees' retention which would improve their retention.

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