

EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT POLICIES ON EMPLOYEE GREEN BEHAVIOUR IN SOME SELECTED HOTELS IN MINNA, NIGER STATE

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Abstract

The Green Human Resource Management (GHRM) is a new management philosophy and pattern that applies the concept of “Green” to human resource management, which plays an important role in realizing environmental goals and obtaining competitive advantage. This study examines the relationship between green human resource management policies on employee green behaviour in some selected hotels in Minna, Niger State. However, based on 50 effective samples from 5 Hotels in Minna Niger state. The main of the study is to investigate the relationship between Green Human Resource Management policies (Green Compensation and Reward, Green Performance and Appraisal and Green Employee Relations) and Employee green Behaviour. The results show that Green Human Resource Management Policies have significant positive impact on Employee Green Behaviour. The findings have important theoretical implications for enterprises to achieve green development strategy in Niger state.

Keywords: Green Human Resource Management; Green Compensation and Reward; Green Performance SPSS

1.1 Introduction

The employees green behaviors faces big pressures to give massive care to the conservation of the environment by introducing a service and product that harmless to the environment and safer for hotel guests (Yusoff et al., 2018). On the other hand, several studies (e.g. Goessling et al., 2005; Bohdanowicz 2006; Brun-smith et al., 2015) confirmed that the traditional hotel practices are against the preservation of environment and harmful too. It was also argued that the hospitality sector releases on daily basis around 20.6 kg of carbon dioxide, a waste per guest per day at least one kg and 218 gallons of water per day per occupied room in the standard hotel (Bohdanowicz 2006; Brun-smith et al., 2015). Consequently, due the tremendous harmful of environment issue there are increasing forces to give more attention to environment concerns (Erdogan and Brais, 2007). Researches has confirmed that management of human resource is the basic to achieve the best ecological management (e.g. Daily and Huang 2001; Jackson et al., 2011). In that sense, human resource management (HRM) can smooth the effective formulization and accomplishment of environmental management by stratifying practices such as selection, performance appraisal, and training with environmental objectives (Jabbour, 2013). Therefore, it is required to put together green concepts into HRM in order to be GHRM (Mishra et al., 2014). Given this, Yusoff et al., (2018) confirmed that GHRM practices is the best strategy of environmental conservation programs and it provides a primary framework that allows organizations to oversee impacts of the environment. On

contrary, the obtainable literature shows that there has been growing a care on green marketing, green finance and green management. Nonetheless, GHRM practices and barriers for implementations are relatively diverse and fractional (Renwick et al., 2013).

Recently, there has been shift from conventional human resources management practices to the modern form of human resources practices (Green HRM) due to the increase awareness on the need to embrace green economy. The quest for green economy emanated as a result of the degradation of the environment, depletion of the ozone layers, and the release of harmful substances from various business activities to the environment, which often affect human health and the environment. The concept of GHRM is well known in developed world, but with limited recognition in developing countries especially Africa and Nigeria as one of the Africa developing countries is not an exception. Green HRM is a modern form of human resources practice that entails the practices of HR initiatives that enhance eco-friendly environment and spur the use of resources in an efficient and sustainable manner. Green HRM is the integration of environmental management with human resources management for the benefit of the organisation, employee, and the environment. For effective and efficient practice of Green HRM, organisations' and employees' awareness about green initiatives is paramount. Also, it is found that when organisation invest in green product it will require green workforce (Mishra, 2017). In addition, due to the highly competitive global economy organisation needs not only be efficient in their operation but also needs to be mindful about their environment (Yong, Yusliza, and Fawehinmi, 2019).

Organizational effectiveness through GHRM has become very vital for all institutions/firms. To achieve organizational goals and strategies, organizations have taken a keen focus on environmental management. Owing to globalization organizations worldwide are focusing on modern capacity-based economy as opposed to the traditional way of conducting business (Ahmad, 2015). To achieve ecological goals and become green oriented organizations GHRM is a critical factor to consider. Therefore, there is need to create awareness and sensitize organizations on the importance of adopting Green Human Resource Management Practices and Green Behaviour in Organizations.

A number of studies conducted in an attempt to provide answers to the new study on GHRM practices in organizations and their net effect include; Langat (2017) in his assessment on the influence of GHRM on sustainability at Kenyatta University. Das, Chandra and Singh (2016) examined the impact of green human resource factors on environmental performance in manufacturing companies. Further, Dumont, Shen and Deng (2017) determined the effects of green HRM practices on employee workplace green behavior. Bhutto and Auranzeb (2016) assessed the effects of Green Human Resources Management Performance in Pakistani firms. The studies were differing based on the ideas used and the methodology. It was therefore important to carry out this study to determine the effect of green human resource management policies on Employee green behaviour in Minna hotels. The study sought to fill this gap.

2.1 Literature Review

Sobaih (2020) defined green human resource management practice as the usage of human resource rules to support the sustainable use of property resources and to guarantee environmental sustainability. Uddin and Islam (2015), in their own view, explained that green human resource practices is environmentally-friendly human resource policies and practices that on the one hand, it will help organisations achieve its monetary goal through

environmental branding and, on the other hand, protect environment from any negative impact that might be caused by the policies and actions of the organisations. Similarly, Mwita (2019) defined green human management practice as a process of making use of human resources at workplaces in order to achieve organisational goals with deliberate efforts to make sure the process contributes towards environmental sustainability. It intends to use HR functions, policies, strategies and practices as mechanisms for environmental management at work places. Hamod and Majeed (2021) explained that the term green human resource management practice has become most common word in business, and its importance increases over time.

Ones and Dilchert (2012) define employee green behavior (EGB) as “scalable actions and behaviors that employees engage in that are linked with and contribute to or detract from environmental sustainability”. According to Steg and Vlek (2009) EGB means individual activity that minimizes harm to, or benefits the natural environment. EGB includes activities such as saving energy, using resources efficiently, avoiding waste, recycling, and conserving water (Norton et al., 2015; Ones & Dilchert, 2012).

Mose, (2019) investigated the effect of green human resource management practices on organizational effectiveness of Universities in Kenya. The study revealed that green recruitment and selection, green HR performance management, green training & development and green pay and reward recorded a positive and significant relationship with organizational effectiveness of Universities in Kenya.

Mabaso and Dlamini, (2018) carried out a study to investigate the effects of total rewards on organizational commitment to Universities. The results revealed there was a positive and significant relationship between elements of total rewards and commitment. Work-life balance revealed a negative effect on organizational commitment. He concluded to attract, retain and motivate talent they need to formulate sound reward strategies. Total rewards can be used to retain talent. In addition, performance management should be improved as it influences commitment among academic staff. Results of the present study can be used to craft a rewards strategy aimed at retaining high-performing resources.

2.2 Underpinning Theory

The behavioral perspective of strategic HRM was systematically adopted in Renwick et al.’s (2008) seminal review that argued that specific GHRM practices can shape the competencies, motivations, and opportunities available in the organization’s workforce. The abilities-motivation-opportunities model has since become the most widely used theoretical perspective for GHRM scholarship (e.g., Guerci et al., 2016a, 2016b; Pinzone et al., 2016). Studies in this area have identified and tested specific HRM practices for building employees’ green abilities (e.g., green competence building practices), increasing green motivation (e.g., green performance management practices), and providing green opportunities (e.g., green employee involvement practices).

Though seldom specified, the resource-based view lays a foundation for theorizing about the integration of GHRM (e.g., Antonioli et al., 2013) with other management functions (such as green supply chain management and product marketing) and is supported by an emerging research stream that takes a multidisciplinary approach to understanding green organizations (e.g., Jabbour & Jabbour, 2016). The synergistic integration of HRM with decisions on the

coordination and structure of organizations' operations (e.g., in supply chains and product marketing) can transform the human capital of individual employees into higher-order dynamic capabilities that are scarce, invaluable, inimitable, and non-substitutable.

3.1 Research Methodology

The study employed quantitative research design which is a research strategy that focuses on quantifying the collection and analysis of data in a primary data analysis. However, The target population for this study consists of the management and staff at J. Nice Hotel, Hard resources Hotel, Haske Hotel, Akana Hotel and Doko Hotel in Minna Niger State. The total population is 38 hotels in Minna, Niger state. Furthermore, the sample size for the study is 20 hotels were selected to engage 50 staff of the hotels in Minna, Niger State.

3.2 Model Specification

$$Y = \beta_1 GCR_i + \beta_2 GPA_i + \beta_3 GER_i + \varepsilon$$

Where;

Y= Independent Variable (Green HRM)

β = Constant

GCR= Green compensation and reward

GPA= Green performance and appraisal

GER= Green employee relations

ε = Error term

$\beta_1, \dots, \beta_3$ = Regression coefficient of three variables.

4.1 Data Presentation and Analysis

The presentation of demographic information of the respondents is sectioned into five (5) categories as given below:

Table 4.1: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	32	64	64	64
FEMALE	18	36	36	100.0
Total	50	100.0	100.0	

Source: Field Survey (2025)

The above Tables: 4.1 shows the Gender of the respondents. It shows that 32 numbers of respondents were male which represents 64% of the respondents. 18 were females representing 36%. Respondents with highest number were male with total of 32 representing a greater percent. The total respondents are 50 representing 100%.

Table 4.2: Age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	21	42	42	42
31-40	18	36	36	78
41-50	7	14	14	92
51 AND ABOVE	4	8	8	100.0
Total	50	100.0	100.0	

Source: Field Survey (2024)

Table 4.2 shows the ranges of age of the respondents. Respondents within the age range of 18-30 were 21 representing 42%. Age range of 31-40 was 18 representing 36%. Age range of 41-50 was 7 representing 14%. 51 and above are 4 representing 8% of the respondents. The highest number of respondents was within 18-30 representing 42% of the total respondents.

Table 4.3: Marital Status of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SINGLE	29	58	58	58
MARRIED	15	30	30	88
DIVORCED	5	10	10	98
WIDOW	1	2	2	100.0
Total	50	100.0	100.0	

Source: Field Survey (2025)

Table 4.3 presents the marital status of the respondents. Respondents that are still single are 29 representing 58%. Respondents that are married are 15 representing 30%. Respondents that are divorced are 5 representing 10%. Respondent that is a widow is 1 representing 2%. Respondents with highest number are 29 that are single with 58% of the total respondents. The total respondent is 50 representing 100%.

Table 4.4: Educational Background of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SSCE	10	20	20	20
OND/NCE	23	46	46	66
BSc/HND	13	26	26	92
MASTERS	4	8	8	100.0
Total	50	100.0	100.0	

Source: Field Survey (2025)

The above Table 4.4 titled education background shows the education qualification of the respondents. Respondents with SSCE are 10 representing 20% of the respondents. Those with OND/NCE are 23 representing 46% of the respondents. Respondents with BSc/HND are 13 representing 26% of the respondents. Respondents with master degree are 4 representing 8% of the total respondents. Highest number of respondents was those with OND/NCE with 23 representing 46% of the respondents. The total respondents was 50 representing 100.0%

Table 4.5: Job Status of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid PERMANENT	32	64	64	64
CONTRACT	7	14	14	78
TEMPORARY/CASUAL	11	22	22	100.0
Total	50	100.0	100.0	

Source: Field Survey (2025)

The above Table 4.5 shows the job status of the respondents. Respondents under permanent are 32 representing 64%, respondents under Contract were 7 representing 14%, respondents under temporary/casual were 11 representing 22% of the total respondents. Respondents with highest number are Permanent with 32 representing 64% of the total respondents. Thus, the total respondents are 50 representing 100.0%.

Table 4.6 GREEN COMPENSATION AND REWARD (GCR)

	Mean	Std. Deviation	N
My organization green reward and compensation is good.	0.68	.0071	50
Employee Green compensation is based on work done.	0.41	.0083	50
The level of my organization green compensation and reward encourages me to work more.	0.39	.0054	50
Employee green compensation and reward should not be ignored.	0.40	.0077	50
Employee Green compensation and reward is important to our organization.	0.17	.0050	50

Source: Field Survey (2025).

Tables 4.6 above shows the total response rate on Green Compensation and Reward (GCR) using Mean and Standard Deviation. It also depict the significance of Green Compensation and Reward with a total of 2.05 Mean as described in the table.

Table 4.7 GREEN PERFORMANCE AND APPRAISAL (GPA)

	Mean	Std. Deviation	N
Our organization usually appraise our green performance on monthly basis.	0.55	.0617	50
There are penalties for any employee who do not meet their target.	0.56	.0567	50
Our organization uses stakeholders (customer) method of evaluation to appraise our green performance.	0.48	.0213	50
Employees with best green performance are rewarded.	0.66	.0600	50
Green performance and appraisal is a necessity to our organization.	0.98	.0354	50

Source: Field Survey (2025).

Tables 4.7 above shows the total response rate on Green Performance and Appraisal (GPA) using Mean and Standard Deviation. It also depicts the significance of Green Performance and Appraisal with a total of 3.23 Mean as described in the table above.

Table 4.8 GREEN EMPLOYEE RELATIONS (GER)

	Mean	Std. Deviation	N
Good green relation between employee and employer facilitate motivation..	0.20	.0351	50
Green relation of an organization increases employee performance.	0.51	.0676	50
Our organization has a perfect channel of communication which increases green employee - employer relationship.	0.66	.0711	50
Employee participation and empowerment through green Employee relation exist in our organization.	0.41	.0533	50
Positive green employee relations helps to prevent and resolve problems arising at our organization.	0.22	.0251	50

Source: Field Survey (2025).

Tables 4.8 above shows the total response rate on Green Employee Relations (GER) using Mean and Standard Deviation. It also depicts the significance of Green Employee Relations with a total of 2.00 Mean as described in the table above.

4.5 EMPLOYEE GREEN BEHAVIOUR (EGB)

This section describes the response rate of dependent variable (Employee Green Behaviour) in the study.

Table 4.9 EMPLOYEE GREEN BEHAVIOUR (EGB)

	Mean	Std. Deviation	N
Employees carry out their duties as required	0.14	.0127	50
The employees obeys the organization rules and regulations.	0.20	.0212	50
Organizational policies are clearly stated which enhances employee green behaviour.	0.12	.0115	50
Our organization have adequate facilities and infrastructure which brings about commitment and enhances employee green behaviour.	0.9	.0111	50
Employee training and development is needed so that employees understand the reasons for green behaviour within an organization.	0.5	.0354	50

Source: Field Survey (2025)

Tables 4.9 above shows the total response rate on Employee Green Behaviour (EGB) using Mean and Standard Deviation. It also depicts the significance of Employee Green Behaviour with a total of 1.86 Mean as described in the table.

The above table 4.9 reveals the variables entered into SPSS in the course of running the analysis. It consists of the dependent variable and independent variables.

Table 4.10 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.878 ^a	.322	.278	.053	.322	7.284	4	46	.000	2.219

Source: Field Survey (2025)

Table 4.10 above shows the coefficient of the correlation is the value R is given as 0.878 which means 87%. The figure explained that there is positive relationship up to 87% between the dependent variable (Employee Green Behaviour) and independent variables. The adjusted R-Square for the figure of the independent variables and the number of cases was done through SPSS which is 0.322. The bigger the R-square the smaller the standard deviation (i.e. standard error) of the value is shown in the table as (0.053). The Sig. F remain constant as 0.000.

Table 4.11 ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	6.673	3	2.234	7.294	.000 ^a
Residual	14.047	46	.315		
Total	20.720	49			

Source: Field Survey (2025)

The presented Table 4.11 above indicates that the mean square of the regression score is 2.234 and the residual value is 0.315. This also shows the significant level of the various independent variables on the table which is below 0.00 means that the stated variables has strong positive significant on Employee Green Behaviour. Additionally, since F statistics is 7.294 Anova table is significant.

Table 4.12 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1(Constant)	.855	.192		4.448	.000	.470	1.240		
GREEN COMPENSATION AND REWARD (GCR)	.188	.095	.229	1.983	.034	.102	.378	.814	1.228
GREEN PERFORMANCE AND APPRAISAL (GPA)	.239	.049	.531	4.887	.001	.141	.336	.922	1.084
GREEN EMPLOYEE RELATIONS (GER)	.277	.096	.223	3.257	.024	.198	.126	.993	1.246

Source: Field Survey (2025)

Table 4.12 above shows the coefficient level of the independents variables. The degree of tolerance Values are 0.814, 0.922 and 0.993 for the three independent variables of [Green compensation and reward (GCR), Green performance and appraisal (GPA) and Green employee relations (GER)] respectively, that is greater than 0.05. The levels of significance are 0.034, 0.001 and 0.024 which means that the variables are positively correlated. $Y = 0.188 + 0.239 + 0.277$.

4.2 Discussion of Findings

The in-depth research on this study of investigating the effect of Green Human Resource management policies on Employee Green Behaviour in Minna Metropolis, has brought to the aid of the researcher the diverse findings on the significance, positivity, benefits or importance of Green Human Resource Management that applies three (3) independent variables used in the course of this study which include Green Compensation and Reward, Green Performance and Appraisal and Green Employee Relation. The analysis ran using multiple regression technique with the help of data gathered from primary sources had shown or depicted the level at which Green Compensation and Reward, Green Performance and Appraisal and Green Employee Relation all used as a means of evaluating Employee Green Behaviour, which revealed the level of their significance. From the coefficient table, Green Compensation and Reward is significant at 0.034, Green Performance and Appraisal is significant at 0.001, while Green Employee Relation is significant at 0.024 level. In general, this finding has shown that each of these independent variables is positively contributing to Employee Green Behaviour in Minna Hotels.

5.1 Conclusion

The study, attempts were made to assess the Effect of Green Human Resource Management (GHRM) Policies on Employee Green Behaviour in Minna Hotels. In doing so, primary data obtained through interview and questionnaires distributed to management and employees of Minna Hotels based on the sampling we have employed.

The effect of Green Compensation and Reward (GCR) on Employee Green Behaviour in Minna Hotels is encouraging. The Impact of Green Performance and Appraisal (GPA) on Employee Green Behaviour in Minna Hotels is satisfactory. Finally, the effect of Green Employee Relations (GER) on Employee Green Behaviour in Minna Hotels is encouraging.

5.2 Recommendations

- i. The Influence of Green Human Resource Management Policies Implementation on Organizational Green Performance.
- ii. The Effect of Green Training and Development on Organizational Green Effectiveness.
- iii. Green Human Resource Management Practices and Employee Green Behaviour: A Banking Sector Perspective.

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