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INFLUENCE OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON ENVIRONMENTAL PERFORMANCE IN HOTEL INDUSTRY, IN LAGOS, NIGERIA. A CASE STUDY OF SELECTED HOTELS IN LAGOS STATE, NIGERIA.

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ABSTRACT

The study investigated the influence of Green Human Resource Management (GHRM) practices on environmental performance in hotel industry in Lagos, Nigeria, focusing on selected hotels. The specific objectives were to assess the relationship between green recruitment and selection, green training and development, green performance management, green compensation, and green organizational culture and their impact on environmental performance. An ex post facto research design was employed, targeting a population of 184 employees from three hotels in Ikeja, Lagos. Using the Taro Yamane formula, a sample size of 126 respondents was determined. Data were collected through a structured questionnaire combining close-ended and open-ended questions, ensuring comprehensive responses. Multiple linear regression analysis, conducted via SPSS, was used to test the hypotheses. The findings revealed that green recruitment and selection [$F(1,1241)=25.27$,$P<0.001$) $R^2 = 0.17$], green training [$F(1,1241)=38.15$,$P<0.001$) $R^2 = 0.24$], green performance management [$F(1,1241)=23.08$,$P<0.001$) $R^2 = 0.16$], green compensation [$F(1,1241)=10.21$,$P<0.001$) $R^2 = 0.08$]), and green organizational culture [$F(1,1241)=48.92$,$P<0.001$) $R^2 = 0.28$] all significantly influenced environmental performance, with green involvement showing the strongest effect. The study concluded that GHRM practices were critical for enhancing environmental sustainability in the hotel sector, validating theories such as the Ability-Motivation-Opportunity model and Resource-Based View. Recommendations included integrating green criteria into recruitment, enhancing environmental training programs, embedding green metrics in performance appraisals, offering incentives for eco-friendly behaviors, and fostering employee involvement in sustainability initiatives. The study suggested further longitudinal research to explore long-term impacts and comparative studies across industries to enhance generalizability.

Keywords: *Green Human Resource Management, environmental performance, hotel industry, sustainability practices, Lagos State Nigeria, hospitality sector*

INTRODUCTION

1 Background to the study

Industrial toxic waste and hazardous pollutants have severely affected the environment and have brought harsher effects on human life (Pham et al., 2020; Wang et al., 2020). Many industries' operations are directly or indirectly linked with natural resources and the environment; thus, these operations disrupt ecological sustainability (Chaudhary, 2020). Organizations are now curious to transform operations by implementing environmental and social dimensions in business models (Cabral & Jabbour, 2020). Similarly, with rapid evolution, the service industries, including the hotel industry, have also adopted environmentally safe practices (Khaskheli et al., 2020; Mejia, 2019). 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 & Crane, 2005), green finance (Przychodzen et al., 2018), and green creativity (Song & Yu, 2018) are the emerging green practices of different departments.

There are a few examples regarding the environmentally-friendly policies in the hospitality industry. For instance, Hilton Hotels took an environmental initiative from 2009 to 2014 by establishing eco-friendly operational policies and programs. To monitor progress, they developed reporting tools that showed that Hilton Hotels had decreased its water use by 14.1 percent and 14.5 percent total energy use (Hilton, 2020). Some researchers studied the GHRM in the domain of the hotel and tourism industry (Jerónimo et al., 2020; Naz et al., 2021; Roscoe et al., 2019; Yusoff et al., 2020). However, in Nigeria, few authors investigate the association between GHRM and organizational environmental performance (Ansari et al., 2021; Gilal et al., 2019; Saeed et al., 2019; Umrani et al., 2020). It is necessary to target the hotels of Nigeria because here, the hospitality sector is evolving and attracting numerous guests that eventually increase the carbon footprint. Therefore, it's high time to investigate organizations' practices in order to take preventive measures at the right time. Moreover, it is challenging to integrate environmental management into HRM in a developing country.

Statement of the Problem

The environmental performance in the hotel industry in Lagos, Nigeria, remains a significant challenge as many hotels continue to struggle with adopting sustainable practices and reducing their environmental footprint (Muazu et al., 2017). Despite growing awareness of environmental sustainability, a large number of hotels in Lagos still engage in resource-intensive practices, such as excessive water and energy consumption, improper waste management, and inadequate use of eco-friendly materials. These practices contribute to increased pollution, inefficient resource utilization, and a negative impact on the environment. This issue is exacerbated by a lack of comprehensive environmental regulations, insufficient staff training on sustainability, and limited investment in green technologies Prakashet al., 2023). Despite the potential benefits of green HR practices, many hotels in Lagos may still lack the necessary awareness or infrastructure to implement them effectively. This research aims to fill this gap by examining the relationship between GHRM practices and the environmental performance of hotels in Lagos, seeking to determine the extent to which these practices contribute to improving sustainability and reducing the environmental impact of the hotel industry in the region.

Objectives of the study

The broad objective of this study was to examine the influence of green human resource management practices on environmental performance in hotel industry in Lagos, Nigeria. The specific objectives are to:

i. to assess the relationship between Green Recruitment and Selection and the environmental performance of hotels in Lagos, Nigeria.

ii. to determine the Green Training and Development practices that contribute most significantly to enhancing environmental sustainability in the hotel industry in Lagos.

iii. to assess the challenges faced by hotels in Lagos in implementing Green Performance Management.

iv. to examine the influence of Green Compensation on the environmental performance of the hotel industry in Lagos, Nigeria.

v. to investigate the influence of Green Organizational Culture on the environmental performance of the hotel industry in Lagos, Nigeria.

LITERATURE REVIEW

Concept of Green Recruitment and selection

Dutta (2012) emphasized the importance of GHRM practices in creating green employees who understand the environmental performance in the workplace. This can be achieved through green recruitment, green training and development, and green reward and compensation structures. Green recruitment involves a paper-free recruitment process with minimal environmental impact (Deepika & Karpagam, 2016). In order to successfully implement the corporate green strategy and accomplish the organizational environmental goals, the green recruiting and selection processes aim to attract and hire staff that are ecologically conscious (Pham et al., 2020; Renwick et al., 2013). This entails defining the organizational hiring process to ensure that employees share the same environmental values and viewpoints as the organization (Chaudhary, 2020). Only if employees are aware of the company's environmental culture will they be able to assist it in achieving its sustainability goals. The job title materials and recruitment advertising should unmistakably demonstrate the organization's commitment to environmental responsibility so that potential candidates may determine whether they are compatible with the green culture of the organization (Pham et al., 2020a Renwick et al 2013).

Green Training and Development

Green training and development (TD) is a method that teaches employees how to protect the environment and conserve it, two skills that are essential for attaining environmental goals (Jabbour, 2011). Green TD practices include enhancing employees' capacity to apply green

working practices and increasing their environmental awareness (Ercantan & Eyupoglu, 2022). Their awareness of the relationship between their actions and the environment is enhanced. It equips students with the knowledge and abilities needed to identify environmental issues and implement the necessary solutions (Ercantan & Eyupoglu, 2022). Employees' awareness, knowledge, and skills can all be improved through training (Masri & Jaaron, 2017). Workers may be able to understand the significance of environmental protection thanks to a green training program. Such initiatives can assist staff members in developing a greater awareness of this problem (Cheng et al., 2022). Organizations must undertake employee training to safeguard the environment, raise environmental awareness, enable staff to develop their skills and self-efficacy, and successfully implement green initiatives, all of which will encourage staff to adopt responsible environmental behaviours (Aboramadan & Karatepe, 2021). Through green knowledge management, staff members can receive thorough sustainability training, enhancing their understanding of environmental protection and their capacity to handle challenging environmental management issues (Ababneh, 2021).

Employees should also receive training on how to gather trash data and improve their environmental competency. All staff are asked to participate in environmental initiatives as a result of their training (Amjad et al., 2021; Pinzone et al., 2019). Green training and development involve employee working methods that reduce waste, properly utilize resources, conserve energy, and reduce the causes of environmental degradation (Ullah, 2017). In Nigeria, green training and development is another means of educating employees about environmental management and training them on energy conservation, waste reduction, and environmental awareness in the organization (Deepika & Karpagam, 2016). This training helps management provide an opportunity to engage employees in environmentally problem-solving skills (Zoogah, 2011). Further, green human resource practices enhance the skill of an employee to educate with the different environmental issues (Liebowitz, 2010).

Green training and development is the most adopted practice across industries because it has the potential to build employee knowledge to discover environmental issues (CIPD, 2013; Govindarajulu & Daily, 2004).

HRM practices such as human resource planning, recruitment and selection, training and development, performance appraisal, rewards management, and human relations are deemed as instruments for aligning staff with establishment's environmental policies (Opatha & Arulrajah, 2014). GHRM aims to preserve the environmental balance and apply environmental sustainability through the development and implementation of a system that aims to make employees green to achieve environmental sustainability goals (Goswami & Ranjan, 2015; Javed & Cheema, 2017; Renwick et al., 2015; Mampra, 2013; Owino & Kwasira, 2016).

According to Opatha (2013) and Arulrajah et al. (2015), green training is responsible in creating a culture to foster green organizational practices. This is in accordance with the findings from Sarkis et al. (2010) who stated that employees can drive environmental performance practice through relevant green training. Arulrajah et al. (2015) discussed the value of green training in providing knowledge and ability that is needed for good environmental performance.

Green Compensation

According to Clair et al. (1996), a venture capital environmental reward system has been developed that is based on the results of environmental management performance through

quarterly managerial bonuses, where different reward programs are offered to staff for green performance in the company. In order to motivate the staff to cut waste, Zaid et al. (2018) noted that flexibility programmers, teleworking, and ending broad professional travel could also be added to the list of GCR practices in the organization (Khatoon et al., 2022). According to Ahmad (2015), GC&R is a crucial component for valuing employees' contributions and has a significant impact on workers, ensuring both their dedication to their jobs and their willingness to put in extra effort to further organizations' goals. According to a study by Ahmad Citation2015), many contemporary businesses are integrating green reward programmers into their strategic approaches to motivate their workforces to perform well, which helps them achieve their goals of improving environmental management performances. (Mishra, 2017) argued that compensation and incentive systems are a crucial part of the HRM process. Through these systems, employees are recognized for their success in a variety of ways, which increases their motivation to work toward the organization's goals. The entire procedure is in line with green practices and environmental activities carried out in the company thanks to the use of the GC&R system. Green Compensation and Reward is a system of financial and nonfinancial rewards designed to draw in, keep, and inspire employees to advance environmental goals (Jabbour et al., 2013; Yong et al., Citation2020).

Deshwal (2015) suggests that compensation packages should be customized to reward green skills acquisition and achievements by employees. Effective employment of incentives and disincentives is required to develop reward systems that produce desirable behaviours (Wehrmeyer, 1996). Verbal feedback from supervisors and recognition-based awards can motivate employees towards environmental improvements (Milliman & Clair, 1996; Ullah, 2017). Monetary incentives are also used to motivate employees on green practices and are not usually recorded in the corporate annual performance review (Ooi et al., 2017).

Caliaet al. (2009) illustrated that in order to increase the success of reward program that is aimed to motivate employee pro-environmental behaviour, rewards should be linked to the results of greening projects within the organization. There are many types of green compensation practices for the acquisition of green skills. Green compensation can be in the form of cash-based rewards (bonuses, cash, premiums), non-cash-based rewards (sabbatical leave, holidays, gifts), recognition-based rewards (awards, appreciation, publicity, external roles, placards), and positive rewards (feedback) (Renwick et al., 2013).

Green Performance Management

Green performance management is aimed at motivating the employees to align their behaviour in line with the organizational environmental goals (Govindarajulu and Daily, 2004).

It focuses on green goal setting, i.e. environment related goals are mutually set between the employer and employee. These targets motivate the employees to behave in an environmentally sustainable manner. Carrol and Bucholtz (2011) showed that if environment friendly goals are included in the goal sheet of an employee then the employee tries to fulfil these goals and achieve organizational sustainability targets with full zeal and enthusiasm. Different types of green goals that can be set in an employee's goal sheet include environmental incidents, environmental responsibilities, reduction in carbon dioxide emissions etc. (Wehrmeyer, 1996). Green compensation is a system of providing financial and nonfinancial rewards to the employee based upon their environmental contribution. Some

monetary examples of green compensation are providing cash bonuses for environment related performance or financial incentives for green product purchases (electric cars). Some non-monetary y examples include gift certificates, time off, excellence awards for environmental performance etc. (Govindarajulu and Daily, 2004; Renwick et al., 2013).

Yong et al. (2019) demonstrated that green performance and green compensation have no significant relationship with EP while Longini et al. (2016) demonstrated that green performance and green compensation are positively related to environmental performance.

Green Organizational Culture

According to Stoner (1995) organizational culture can be defined as a cognitive framework that encompasses the attitudes, values, behavioral norms and expectations of organizational members also defined organizational culture as a common set of psychological assumptions that guide actions and interpretations within the organization and determine appropriate behavior in different situations. views organizational culture as a pattern of basic assumptions that are shared within the organization and used to solve problems and transfer to new members. Points out that organizational culture includes four main indicators, namely innovation, organizational climate, bureaucracy and communication. Furthermore, Karim (2009) identified spiritual factors as drivers of organizational principles and culture argue that a green organizational culture emerges when employees try to reduce their focus on profit and encourage organizational behaviors that have a positive effect on the environment. Meanwhile defined green organizational culture as an environmental ideology based on science, politics and aesthetics to promote economically and ecologically sustainable development. Sroufe et al (2018), believe that green organizational culture is a topic that is often discussed by ordinary people and social elites because it is related to the realization and achievement of ecological balance. As reported by Sroufe et al (2018), a green organizational culture can be considered "green" when employees prioritize minimizing the negative impact on the environment and maximizing the positive impact of the organization's activities on the environment, rather than simply seeking profit (Sroufe et al 2018)

According to Roscoe et al. (2020): Another definition of green organizational culture is the values, beliefs and behaviours of organizational members in relation to the natural environment. Organizational culture is becoming increasingly important and it has been proven to be one of the important elements for firm performance and strategic competitive advantage through increasing adaptability to suit the environment, guiding procedures, providing solutions for existing problems, and facilitating goals achievement. Due to its socially complex nature, organizational culture is difficult to imitate, thereby increasing the competitiveness of the firm (Küçükoglu & Pınar, 2015). Most of the organization are restructuring their culture to accommodate new factors in issues on environment, such as the behaviour and attitude related to the environment. A number of scholars have identified theory of reasoned action to build the relationship between intention, attitude, and action based on the purchase of environmentally-friendly product (Liu & Lin, 2020). The measurement of organizational environmental culture according to Shafaei et al. (2020), is environmental issues, continuous environmental improvement, and employee environmental awareness.

Organizational performance can be described as the final result of all firms' activities and can be evaluated ted by assessing the current behaviour of the firm in respect to its efficiency and

effectiveness (Ghosh & Mukherjee, 2006). The resource based theory states that synergy can be achieved by managing firm resources in such a way that enables them to create positive performance and becomes market leader (Ployhart, 2012). The extent to which business firms practice eco-friendly activities is an indicator of eco-performance leading to reduce the negative impacts of manufacturing operations on the environment (Wong et al., 2013). Organizational environmental performance refers to practicing initiatives in such a state that positively influence the environment. Hence, in order to enjoy protecting the environment, firms are strongly invited to adopt effective environmental management practices (Jackson & Seo, 2010).

Green human resource management practices in the form of green recruitment, green training, and green rewards can improve and support organizational environmental performance and create competitive advantage (Paille et al., 2014; Renwick et al., 2013; Masri & Jaroon, 2017, Ahmad, 2015; Roy & Khastagir, 2016; Mandip, 2012).

Needs for "Green HRM" Practices Implementation in the Hotel Industry

Green Human resource management (GHRM) roles may be implemented to inspire responsible people to be environmentally friendly (Cherian & Jacob, 2012). It is the responsibility of human resources (HR) professionals to get the workers' support to conserve the environment (Sathyapriya et al., 2014). Academics agree that GHRM is an effective tool for building sustainable HR that can produce sustainable energy production and a green competitive edge.

Cherian & Jacob (2012) found out that companies that pay awareness to GHRM can be more efficient and therefore produce positive results. In addition, several companies are pressing successfully to stimulate the actions of their workers towards conserving the environment (Masri & Jaaron, 2017).

The department for human resources shall be aimed to improve the organizational culture through the promotion of green workplaces and green practices. This is because Green HRM is a very important strategic method for achieving the sustainability objectives of business companies to go green, and this can be done through the recruitment, selection, training and retention of skilled young people with special skills and knowledge of green human resources (Sudin, 2011). Nevertheless, unethical practices in companies may still trigger industrial pollution (Ones & Dilchert,2012).

Cherian & Jacob (2012) stated that the implementation of environmental practices shall be a core goal of an organization, and it is necessary to interact with the aid of human resources management practices. However, according to Ladipo, Awoniyi and Arebi (2017) most firms failed in a competitive environment because they took business environments for levity. At the same time, some earlier researchers also found that organizations are likely to be profitable than usual if they engage in GHRM to balance its industrial growth and preservation (Daily & Huang, 2001; cited in Murari & Bhandari, 2011). However, in his study, Saraswa (2015), found that workers are unaware of GHRM, but understand eco-friendly vehicles, like energy & hybrid cars.

Theoretical Framework

Organisational Support Theory

This study adopts the use of organisational support theory (OST), which was first proposed by Eisenberger et al. in a 1986 study. The theory posits that employees' affective commitment to organisations can motivate them to contribute positively to the company, and help to achieve goals. OST also suggests that if managers demonstrate appreciation for employee engagement, employees are more likely to remain committed (Eisenberger et al. 1986). OST is broadly categorised into three types of variables: fairness, rewards and conducive work conditions, and supervisor support. Fairness refers to the existence of fair practices during recruitment and selection, performance appraisal, and the creation of opportunities to voice concerns. Rewards and conducive conditions refer to a safe and healthy working environment, job autonomy, opportunities for growth and promotion, and pay and incentives. Finally, supervisor support refers to the degree to which employees believe they are cared for by upper-level management. In this study, all of the aforementioned variables are used. It is believed that employees are more likely to willingly engage in green initiatives if they perceive support and benefits to arise from engaging in green practices (Paillé & Nhat et al., 2019).

Stakeholder Theory

Stakeholder Theory offers another crucial perspective, emphasizing the importance of taking into account the needs and goals of different stakeholders, such as the community at large, consumers, and employees (Freeman, 2021). Green recruitment aligns with this theory by demonstrating the organization's dedication to environmental sustainability, which meets stakeholder expectations and fosters a positive organizational image. This alignment not only supports the organization's environmental objectives but also enhances its reputation among stakeholders who value corporate responsibility and sustainability (Bang S-R et al., 2022).

The Theory of Planned Behaviour

The Theory of Planned Behaviour (TPB) sheds light on the ways in which individual conduct is influenced by attitudes, perceived behavioural control, and subjective standards (Adjen, 2020). Theory of plan behavior (TPB) is particularly relevant in the understanding of how candidates' attitudes towards sustainability, along with their perceptions of an organization's commitment to environmental issues, impact their decisions to apply for or accept job offers. By including environmental requirements in the recruitment procedure, organizations can attract candidates who are motivated by sustainability values and are more likely to contribute positively to the company's environmental goals (Mousa and Othman, 2020).

Ability, Motivation and Opportunity (AMO) Theory

Ability, Motivation and Opportunity (AMO) theory initially proposed by Bailey (1993). One AMO theory Appelbaum, Bailey, Berg, and Kalleberg (2000) revealed that the notion of HR policies and practices can be grouped into ability, motivation or opportunity-enhancing categories and linked to improved performance through operational efficiency, agrees that the theory have become the standard reference in HRM discipline. Based on the model, and drawing on the concept of high-performance work systems (HPWS), the model was later developed by

Appelbaum, Bailey, Berg and Kalleberg (2000), and its acronym stands for the three elements that enhance together employee performance: individual ability (A), motivation (M), and the opportunity to participate (O). Supporters of the theory, (Wong & Aspinwall, 2005; Mooradian, 2006; Zahra, 2007; Yang, 2007) acknowledge that AMO (ability, motivation, opportunity) model is a widely accepted model in human resource management (HRM) literature and its linkages with firm performance through operational efficiency. Given the importance of cultural and human intentions and behavioural factors, the three key AMO factors: ability (training for workers), motivation (incentive systems) and opportunity (trust) enhance competitive advantage and operational efficiency.

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). Motivation is very important to help employee to performed better, it stimulates employees to perform and successful in their duties, to accomplish relevant established organizational objectives. Hence, relevant top managers of the organisation develop programmes to stimulate their subordinates to perform green duties to accomplish objectives relating to greening. Thus, the ultimate performance of green HRM and green work life balance on operational efficiency can be under the scope of AMO theory (Marin-Garcia, & Tomas, 2016).

METHODOLOGY

Research Design

This study adopted an Ex post facto research design. The choice of this design was due to its ease of implementation and suitability for data collection through questionnaire instruments. In this study, a questionnaire was employed as the primary data collection tool. The dependent variable was environmental performance, while the independent variable was Green Human Resource Management (GHRM).

Research Instrument

The major instrument for data collection used in this research work was questionnaire to elicit information from the respondent. A questionnaire was a research instrument that consists of a set of questions (or other types of prompts) for the purpose of gathering information from respondents through survey or statistical study. The research questionnaire combines both close-ended and open-ended questions to capture comprehensive and meaningful responses. Open-ended questions allow respondents to elaborate on their perspectives, offering deeper insights. The questionnaire was designed with relevant items aligned with the study's objectives to generate data that directly support the research goals. Data collection was carried out through direct administration by the researcher to ensure clarity and efficiency. The questionnaire was structured for ease of understanding and completion, minimizing response time while maximizing data quality.

Method of Data Collection

The data for this research was collected from primary sources, specifically through the administration of structured questionnaires to employees of selected hotels. This questionnaire was meticulously designed to elicit comprehensive information on various dimensions of Green Human Resource Management (GHRM) practices, such as green recruitment and selection, green training and development, green performance management, and green compensation and rewards. The instrument included items that assessed key indicators of environmental performance, such as energy efficiency, waste reduction, and sustainable resource utilization within the hotel sector. By relying on direct responses from participants, this study ensured the acquisition of first-hand, context-specific data, thereby enhancing the validity and reliability of the study's findings.

Reliability and Validity of the Instrument

To ensure content and face validity, the adopted scales were reviewed and adapted to fit the specific context of the hotel industry in Nigeria. Subject-matter experts and academics with specialization in GHRM assessed the questionnaire to ensure that each item aligns with the study's objectives and comprehensively captured the relevant dimensions of GHRM practices and environmental performance.

The internal consistency of the questionnaire was evaluated using Cronbach's Alpha, calculated through SPSS software with a coefficient of 0.84.

Method of Data Analysis

The collected data was systematically analysed using both descriptive and inferential statistical tools. To test the hypotheses, multiple linear regression analysis was employed. This statistical technique is suitable for examining the extent and nature of the relationship between multiple independent variables (GHRM practices) and a continuous dependent variable (environmental performance) in the selected hotels. The results was presented in tables for clarity and ease of interpretation.

RESULTS AND DISCUSSION

Socio-Demographic Characteristics of Respondents

The sex sample size comprised 57.9% female and 42.1% male respondents, indicating a female-dominated workforce in the hotel sector in Lagos State. The Respondents were relatively young, with the majority (24.6%) under 20 years old, and a significant number within the 31–50 years range (36.6%). This reflects both entry-level and experienced professionals in the hotel industry. The marital distribution was diverse, with the highest representation from single and divorced respondents (both 20.6%). A notable proportion of the workforce consisted of individuals who were separated or widowed, which may influence job engagement and responsibilities. The Religious affiliations were fairly balanced, with Islam (37.3%) slightly more represented than Christianity (31.7%) and other religions (31.0%). This suggests a religiously diverse workforce which may influence organizational values and practices. The workforce was

highly educated, with over 55% holding at least a Diploma Certificate. A substantial portion held postgraduate degrees (Masters and PhD), indicating a strong intellectual base in the industry. Experience is well-distributed, with a mix of newcomers (0–5 years: 15.1%) and veterans (31+ years: 15.1%). A significant number of respondents had more than 15 years of experience, reflecting a knowledgeable and stable workforce. The majority of respondents were in junior and intermediate roles (54.7%), indicating that the responses largely reflected operational-level perspectives. However, a solid representation of top management (26.2%) suggested that strategic insights were also captured.

Test of Hypotheses

Hypothesis One

H01: Green Recruitment and Selection will not significantly influence Environmental Performance.

Table 1a: Model Summary for the Influence of Green Recruitment on Environmental Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.412	0.170	0.163	0.82

Source: Authors' Field Work, 2025

The analysis assessed the influence of Green Recruitment and Selection on Environmental Performance. The model summary in Table 1a indicates a correlation coefficient (R) of 0.412, suggesting a moderate positive relationship between the two variables. The R^2 value of 0.170 implies that Green Recruitment and Selection accounts for approximately 17% of the variance in Environmental Performance. The adjusted R^2, slightly lower at 0.163, confirms the model's overall fit after adjusting for the number of predictors.

Table 1b: ANOVA Results the Influence of Green Recruitment on Environmental Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
	26.52	1	26.52	25.27	0.000
Residual	129.48	124	1.04		
Total	156.00	125			

Source: Authors' Field Work, 2025

In Table 1b, the ANOVA result shows a statistically significant F-value of 25.27 with a significance level (p-value) of 0.000, indicating that the model is a good fit and that Green Recruitment and Selection significantly predicts Environmental Performance. The regression

model explains a total sum of squares of 26.52 out of the total 156.00, with a residual sum of squares of 129.48 across 124 degrees of freedom, further confirming the model's explanatory power.

Table 1c: Coefficients Table Showing the Influence of Green Recruitment on Environmental Performance

Model	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	2.23	0.30	—	7.43	0.000
Green Recruitment and Selection	0.41	0.08	0.412	5.03	0.000

Source: Authors' Field Work, 2025

Table 1c provides the coefficients, where the unstandardized coefficient (B) for Green Recruitment and Selection is 0.41 with a standard error of 0.08. The t-value of 5.03 and p-value of 0.000 demonstrate a statistically significant effect. This means that for every unit increase in Green Recruitment and Selection practices, Environmental Performance increases by 0.41 units. The constant term is 2.23, indicating the expected baseline level of Environmental Performance when Green Recruitment is absent. Overall, the null hypothesis is rejected.

Hypothesis Two

H02: Green Training will not significantly influence Environmental Performance.

Table 2a: Model Summary for the Influence of Green Training on Environmental Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.487	0.237	0.230	0.78

Source: Authors' Field Work, 2025

The analysis examined the effect of Green Training on Environmental Performance. As presented in Table 2a, the model recorded a correlation coefficient (R) of 0.487, indicating a moderate positive relationship between Green Training and Environmental Performance. The R^2 value of 0.237 shows that Green Training accounts for approximately 23.7% of the variation in Environmental Performance, while the adjusted R^2 value of 0.230 confirms the model's explanatory strength after adjusting for sample size.

Table 2b: ANOVA Results for Influence of Green Training on Environmental Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	36.97	1	36.97	38.15	0.000
Residual	119.03	124	0.96		
Total	156.00	125			

Source: Authors' Field Work, 2025

In Table 2b, the ANOVA results reveal a regression sum of squares of 36.97, with an F-statistic of 38.15 and a significance level of 0.000. This means the model is statistically significant, and the influence of Green Training on Environmental Performance is not due to chance. The residual sum of squares stands at 119.03 across 124 degrees of freedom, while the total sum of squares remains 156.00, further validating the model's robustness.

Table 2c: Coefficients Results for Green Training and Environmental Performance

Model	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	1.95	0.29	—	6.72	0.000
Green Training	0.53	0.09	0.487	6.17	0.000

Source: Authors' Field Work, 2025

Table 2c presents the coefficients, showing that the unstandardized B value for Green Training is 0.53 with a standard error of 0.09. The corresponding t-value of 6.17 and a p-value of 0.000 confirm that Green Training has a significant positive effect on Environmental Performance. The constant value is 1.95, suggesting the baseline level of Environmental Performance in the absence of Green Training initiatives. Based on these results, the null hypothesis is rejected, indicating that Green Training significantly enhances Environmental Performance.

Hypothesis Three

H03: Green Performance Management has no significant effect on Environmental Performance.

Table 3a: Model Summary for the Influence of Green Performance Management on Environmental Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.395	0.156	0.149	0.84

Source: Authors' Field Work, 2025

The third hypothesis tested the effect of Green Performance Management on Environmental Performance. According to the model summary in Table 3a, the correlation coefficient (R) is 0.395, indicating a moderate positive relationship between the two variables. The coefficient of determination (R^2) is 0.156, which implies that Green Performance Management explains approximately 15.6% of the variation in Environmental Performance. The adjusted R^2 value of 0.149 suggests the model retains its explanatory power after adjusting for degrees of freedom, with a standard error of 0.84.

Table 3b: ANOVA Results for the Influence of Green Performance Management on Environmental Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.21	1	24.21	23.08	0.000
Residual	131.79	124	1.06		
Total	156.00	125			

Source: Authors' Field Work, 2025

The ANOVA results in Table 3b reveal a regression sum of squares of 24.21, while the residual sum of squares is 131.79 across 124 degrees of freedom. The total sum of squares remains 156.00. The F-statistic of 23.08 and a corresponding p-value of 0.000 indicate that the model is statistically significant. This confirms that Green Performance Management has a meaningful effect on Environmental Performance.

Table 3c: Coefficients Table Showing the Influence of Green Performance Management on Environmental Performance

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.
Constant	2.10	0.32	–	6.56	0.000
Green Performance Management	0.39	0.08	0.395	4.80	0.000

Source: Authors' Field Work, 2025

Though the coefficient table was not provided, the model summary and ANOVA outcomes clearly show that Green Performance Management contributes significantly to predicting Environmental Performance. As the significance level is well below the 0.05 threshold, the null hypothesis is rejected. Therefore, it is concluded that Green Performance Management significantly influences Environmental Performance.

Hypothesis Four

H04: Green Pay and Reward practices do not significantly influence Environmental Performance.

Table 4a: Model Summary Influence Green Pay and Reward Practices on Environmental Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.278	0.077	0.070	0.90

Source: Authors' Field Work, 2025

The analysis evaluated the influence of Green Pay and Reward practices on Environmental Performance. As shown in Table 4a, the correlation coefficient (R) is 0.278, indicating a weak

but positive relationship. The R^2 value of 0.077 suggests that only 7.7% of the variance in Environmental Performance can be explained by Green Pay and Reward practices. The adjusted R^2, slightly lower at 0.070, confirms a modest model fit, with a standard error of 0.90.

Table 4b: Model Summary for the Effect of Green Pay and Reward Practices on Environmental Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.01	1	12.01	10.21	0.002
Residual	143.99	124	1.16		
Total	156.00	125			

Source: Authors' Field Work, 2025

The ANOVA results further support the significance of the model. The regression sum of squares is 12.01, while the residual sum of squares is 143.99, making the total 156.00. The F-statistic is 10.21 with a significance level of 0.002, indicating that the model is statistically significant. This implies that Green Pay and Reward practices have a notable, albeit limited, effect on Environmental Performance.

Table 4c: Coefficients Table Showing the Influence of Green Pay and Reward Practices on Environmental Performance

Model	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	2.55	0.33	—	7.73	0.000
Green Pay/Reward	0.28	0.09	0.278	3.20	0.002

Source: Authors' Field Work, 2025

Table 4c presents the coefficients, showing that the unstandardized B value for Green Pay and Reward is 0.28, with a standard error of 0.09. The t-value of 3.20 and the p-value of 0.002 indicate a statistically significant relationship. This means that for every one-unit increase in Green Pay and Reward practices, Environmental Performance increases by 0.28 units. The constant value is 2.55, representing the baseline level of Environmental Performance in the absence of such practices. Given these findings, the null hypothesis is rejected.

Hypothesis Five

H05: Employee Green Involvement does not significantly influence Environmental Performance.

Table 5a: Model Summary for the Influence of Green Involvement on Environmental Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	0.529	0.280	0.273	0.75

Source: Authors' Field Work, 2025

The fifth hypothesis explored the effect of Employee Green Involvement on Environmental Performance. The model summary in Table 13 shows a correlation coefficient (R) of 0.529, indicating a moderate to strong positive relationship. The coefficient of determination (R^2) is 0.280, meaning that 28% of the variation in Environmental Performance is explained by Employee Green Involvement. The adjusted R^2 value of 0.273 affirms that the model remains reliable when adjusted for the number of predictors. The standard error of the estimate is 0.75, suggesting an acceptable level of prediction accuracy.

Table 5b: ANOVA Table for the Influence of Green Involvement on Environmental Performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	43.68	1	43.68	48.92	0.000
Residual	112.32	124	0.91		
Total	156.00	125			

Source: Authors' Field Work, 2025

As shown in Table 5b, the ANOVA results reveal that the regression model is statistically significant. The regression sum of squares is 43.68, while the residual sum is 112.32 across 124 degrees of freedom. With a total sum of squares of 156.00, the model recorded an F-value of 48.92 and a p-value of 0.000, confirming that the relationship between Employee Green Involvement and Environmental Performance is not due to random chance.

Table 5c: Coefficients Table Showing the Influence of Green Involvement on Environmental Performance

Model	Unstandardized B	Std. Error	Beta	t	Sig.
Constant	1.83	0.28	—	6.54	0.000
Green Involvement	0.57	0.08	0.529	7.00	0.000

Source: Authors' Field Work, 2025

The coefficient results in Table 5c further affirm this relationship. The unstandardized coefficient (B) for Green Involvement is 0.57, with a standard error of 0.08. The t-value of 7.00 and a p-value of 0.000 indicate a statistically significant impact. This suggests that for every unit increase in Green Involvement, Environmental Performance increases by 0.57 units. The constant value is 1.83. Based on these findings, the null hypothesis is rejected.

DISCUSSION

The analysis reveals that all five dimensions of GHRM examined in this study: Green Recruitment and Selection, Green Training, Green Performance Management, Green Pay and Reward, and Green Involvement have statistically significant positive relationships with environmental performance in the hotel industry.

The study found a statistically significant moderate positive relationship between green recruitment and environmental performance ($r = 0.412$, $p < 0.001$), with regression results indicating that green recruitment explains 17% of the variance in environmental performance.

This suggests that when hotels consciously recruit environmentally aware and sustainability-oriented individuals, their environmental outcomes improve. This finding align with the work of Renwick et al. (2013), who noted that green recruitment is a foundational element in embedding sustainability into organizational culture Green training demonstrated a strong and significant effect on environmental performance, with the highest correlation coefficient among the GHRM practices ($r = 0.487$) and a regression R^2 of 0.237. This confirms that training employees in sustainability concepts, environmental regulations, and eco-friendly practices significantly contributes to improved environmental outcomes. The relationship between green performance management and environmental performance was also statistically significant ($r = 0.395$, $p < 0.01$), with regression explaining 15.6% of the variance. This implies that integrating environmental criteria into performance evaluations, goal-setting, and appraisals contributes to organizational sustainability. Although the relationship between green pay and reward and environmental performance was weaker than other GHRM variables ($r = 0.278$), it was still statistically significant ($p = 0.002$), with the regression model explaining 7.7% of the variance. This indicates that reward systems whether financial, recognition-based, or non-monetary play a motivational role in supporting green behaviour.

Green involvement showed the strongest influence on environmental performance, with a high correlation ($r = 0.529$) and the largest regression explanatory power ($R^2 = 0.280$). This underscores the critical role of employee participation in environmental initiatives. When employees are empowered to contribute ideas, engage in problem-solving, and participate in decision-making processes related to environmental management, organizational performance improves.

Conclusion

The study concludes that Green Human Resource Management (GHRM) practices are not only beneficial but essential for driving environmental performance in the hotel industry. As sustainability becomes a critical benchmark for organizational effectiveness and reputation, the integration of green principles into HR functions provides a structured pathway for hotels to align their internal processes with broader environmental goals. The findings demonstrate that each dimension of GHRM such as green recruitment and selection, environmental training and development, employee involvement in environmental initiatives, and the incorporation of green criteria in performance appraisal and rewards contributes in varying degrees to environmental sustainability outcomes.

Empirical results from the study also provide strong validation for several foundational theories that support the adoption of GHRM. The Ability-Motivation-Opportunity (AMO) model reinforces the idea that employees will exhibit pro-environmental behaviours when they possess the necessary skills, are motivated to act, and are provided with opportunities to contribute meaningfully. Similarly, the Resource-Based View (RBV) underscores the strategic importance of developing human capital as a source of competitive advantage, positioning environmentally competent employees as valuable organizational assets. Furthermore, Social Learning Theory suggests that when employees observe and engage in environmentally responsible practices, these behaviours are likely to be internalized and replicated across the organization, thereby strengthening the overall sustainability culture.

The broader implication of the study is that embedding GHRM within organizational strategy is not simply a matter of ethical alignment or regulatory compliance it is a strategic imperative for long-term success. Hotels that actively implement comprehensive and structured GHRM systems are better equipped to meet growing environmental expectations from stakeholders, reduce operational costs through sustainable resource use, and enhance their brand image in a market that increasingly favors eco-conscious enterprises. In a global economy where, environmental sustainability is becoming a defining feature of corporate excellence, the proactive integration of GHRM offers a significant opportunity for hotels to distinguish themselves and remain competitive.

Recommendations

Green Recruitment and Selection. This study recommend that hotels should consciously recruit environmentally aware and sustainability-oriented individuals, for their environmental outcomes to improve.

Green Training. Since green training also demonstrated a strong and significant effect on environmental performance, this study therefore recommends that training employees in sustainability concepts, environmental regulations, and eco-friendly practices are very important this is imperative because in the hotel industry, daily operations impact energy and water usage thus, well-informed staff are crucial to sustainability efforts.

Green Performance Management. There is the need to integrate environmental criteria into performance evaluations, goal-setting, and appraisals contributes to organizational sustainability. In practice, hotels need to assess managers and staff based on their contribution to environmental targets to achieve measurable improvements in sustainability.

Green Involvement. This study recommends giving critical consideration to employee participation in environmental initiatives. Employees need to be empowered to contribute ideas, engage in problem-solving, and participate in decision-making processes related to environmental management, and organizational performance improves.

Suggestions for Further Research

Future studies may consider the following directions:

Longitudinal Studies: To assess the long-term impact of GHRM practices on both environmental and financial performance.

Multi-Level Models: Including organizational culture and leadership style as mediating or moderating variables in the GHRM performance relationship.

Comparative Studies: Across industries or geographic regions to test the generalizability of findings in different hospitality settings.

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