GREEN HUMAN RESOURCE PRACTICES AND ENVIRONMENTAL PERFORMANCE OF HOTELS IN KANO, NIGERIA

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Abstract

This study investigates the link between green human resources practices and environmental performance of hotels in Kano, Nigeria. A survey research design was adopted, and data from 649 staff of the hotels in Kano were purposively collected through questionnaire and analysed using descriptive, correlation, and regression analyses. The result shows that green ability, green motivation, and green opportunities have positive and significant effect on environmental performance of the hotels. Therefore, the paper concludes that the human resource practices such as green ability, green motivation, and green opportunities improve environmental performance of the hotels in Kano. To improve environmental impact by reducing the waste, water and energy pollutions, management of the hotels should reinforce their green human resource strategies in terms of green staffing, green training and development, green performance appraisals with rewards, promote team spirit and encourage employees to express their initiatives on environmental policies and practices adopted by the hotels. It also confirmed the realistic application of the ability motivation opportunities theory to the hotels industry in Kano, Nigeria.

Key words: Green human resources practices, green ability, green motivation, green opportunities, environmental performance.

1.0 Introduction

The hospitality and tourism is among the fast growing industry across the globe, because it contributes largely to the growth and development of many countries. The industry is growing at an increasing rate on a global scale (Emmanuel, et al, 2022). According to the Hospitality Global Market Report (2023) the global hospitality market grew from $4,390.59 billion in 2022 to $4,699.57 billion in 2023 at a compound annual growth rate (CAGR) of 7.0 percent. Further, the market is expected to continue growing but at a slower rate due to the global economic situation with a Compound Annual Growth Rate (GAGR) of +5.8 percent, forecasted between 2022 and 2032. Recent research by the World Travel and Tourism Council (WTTC) (2023), found that in 2022 the Travel and Tourism sector made a contribution of 7 trillion USD to the global economy, representing 7.6 percent of the global Gross Domestic Product (GDP). Thus, hospitality industry is argued to be the main driver in global value creation. In addition, sector accounts for one out of every ten employment opportunities

(International Labour Organization (ILO), 2023), bringing the number of people earning their living in the sector to a remarkable 330 million in 2022. Moreso, the WTTC (2023) estimated an additional 126 million jobs to be created by the hospitality and tourism industry between 2023 and 2032.

In Nigeria, hotels contributed about 1.6 percent to employment, 1.7 percent to the GDP, and accounted for roughly 70-75 percent of travellers' total spending (Babalola & Oluwatoyin, 2014). Also, even among African countries, Nigerian hotels and tourism gets only about USD1.56 billion receipts in 2019, which is a paltry as against those obtained in Egypt (13.03USD), South Africa (8.38USD) and Morroco (8.18USD) (Statista Report, 2022). Also, in terms of GDP, Nigeria contributed 4.4 percent in 2019 and 2.8 percent in 2020; while Morroco contributed 15.6 percent in 2019, and 8.3 percent in 2020 (Statista Report, 2022).

In this respect, due to the continuous rise in environmental problems mainly triggered by waste, energy use, water use, food waste, climate change, pollution, global warming, toxic substance, amongst others, the drive to environmental protection is ensued globally (Kraus, et al., 2020; Ahmed, et al., 2022; Kim, et al., 2019). Thus, policy makers and industry players have increased the move to protect the environment and mandate organizations to engage in green activities (Ahmad, et al, 2021). These spurs the need for studies to be conducted on hospitality sector. On the other hand, Osolase, et al. (2022) claims that one of the primary reasons for Nigerian hotels' subpar environmental performance

was due to limited awareness and enforcement of green skills, competences, abilities, training, and development. Previous studies suggested more research to be conducted in the sector, to generate solutions for the environmental concerns (Ohunakin, et al., 2016; Babalola & Oluwatoyin, 2014; Adesina & Ngozi, 2013). Thus, researchers posited the need for firms to pursue green HRM practices such as green staffing, training and development, motivation, and even appraisals to align with the environment positively (Gill, et al., 2021; Hoang & Phan, 2019; Pham, et al., 2020). As a result, by broadening the scope of green HRM practises, organisations can enhance environmental performance (Yadav & Ramaswamy, 2020).

Most studies observed were based in Europe, Asia, some part of Africa, and very few in the Southern Nigeria, thereby necessitating the need for the study to be done in Northern Nigeria and Kano in particular. In addition, this study was grounded on the assumption of the Ability – Motivation – Opportunities theory, and tries to confirm if the assumption of theory could be applicable in reality especially among hotels in Kano, Nigeria. The study therefore, was undertaken to cover the research gap, and to achieve the following objectives:
1. To examine the effect of green ability on environmental performance of hotels in Kano, Nigeria
2. To evaluate the effect of green motivation on environmental performance of hotels in Kano, Nigeria

3. To assess the effect of green opportunities on environmental performance of hotels in Kano, Nigeria

2.0 Theoretical Framework

The Ability Motivation Opportunity Theory (AMO) created by Appelbaum et al. (2000), was deployed to underpin the link in the research model. It is an integrated perspective explaining the reasons behind and methods by which leaders, who make up the organization's top management, support firm environmental performance through HRM practices. According to the theory, firm can foster environmental performance by promoting green HR practices such as green staffing process, green training and development, green performance appraisals, as well as opportunity through teamwork and empowerment. The research model shown below:
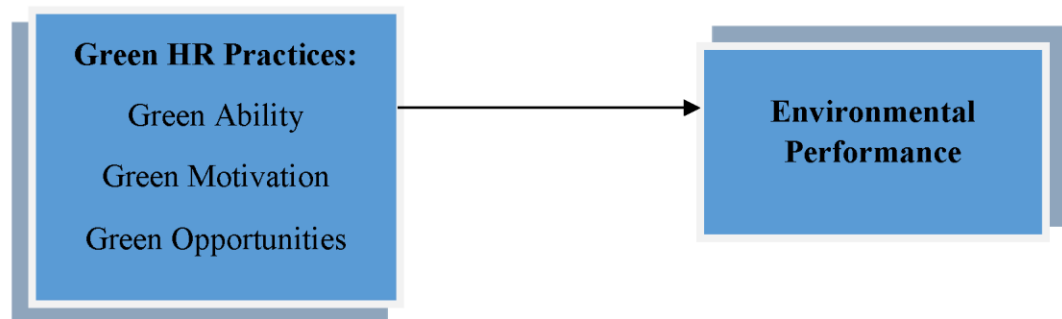
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┌─────────────────────────┐              ┌──────────────────────┐
│  Green HR Practices:     │              │                      │
│                          │              │    Environmental     │
│    Green Ability         │─────────────▶│     Performance      │
│                          │              │                      │
│    Green Motivation      │              │                      │
│                          │              │                      │
│    Green Opportunities   │              │                      │
└─────────────────────────┘              └──────────────────────┘
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Fig. 2.1: Research Model

Based on the fact that majority of prior studies have found a positive correlation between green HRM practices and environmental performance, this study formulates the following hypotheses on the basis of the AMO assumptions and in line with the research model shown in Figure 2.1.

H1: Green ability have positive and significant effect on environmental performance of hotels in Kano, Nigeria.

H2: Green motivation have positive and significant effect on environmental performance of hotels in Kano, Nigeria.

H3: Green opportunities have positive and significant effect on environmental performance of hotels in Kano, Nigeria.

3.0 Literature Review
3.1 Environmental performance

The concept of environmental performance refers to those policies and practices developed and enforced by organizations that improve environmental conditions or protect the environment from harm. According to Sobaih et al. (2020), environmental performance involves the execution of firms resources in green initiatives aimed at achieving environmental objectives of the firm and

environmental sustainability in its operating environment. The preservation of natural resources while preserving the environment is another view of environmental performance (Roscoe, et al., 2019). Arda et al. (2019), describes environmental performance as organisational activities that goes beyond simply following norms and regulations, but also satisfy and surpass public expectations for environmental preservation. It takes into account how organisational practices, products, and resource usage affect the environment in order to best adhere to regulatory environmental norms (Dubey et al., 2015). Another study confirmed that it is only logical that consumers will create emotional bond to engage in continuous purchase of products or services of firms that engage in environmental programs which reduces greenhouse gas and other toxics wastes that are injurious to the wellbeing of the consumers (Xie, et al., 2022).

3.2 Green human resource management practices

Researches on green human resources practices indicate that majority of the staff in the hotels industry are either ignorant of the environmental problems caused by their activities, or deliberately ignore them. As observed by Adesina and Ngozi (2013) who note that while the hotel sector in Nigeria is expanding quickly, the owners and investors are tragically either unaware of the environment or give it little consideration in favour of profits. One of the most important components of a company wanting to implement environmentally friendly initiative, employee-motivating practices is using green HRM (Ren, et al., 2018). According

to Choudhary and Datta (2022), the main goal of green HRM is to develop and put into practice an HRM system that encourages a positive actions on environmental concerns that is based on green concepts. Also, green HR practices are techniques that support an organization's environmental effects and are firmly founded in effective environmental policies and programs (Singh et al., 2020). "Green HRM efforts" refer to developments, rules, and procedures that firms adopt to maximize favorable environmental effects while minimizing unfavorable effects (Kim et al., 2019). Incorporating environmental objectives into all facets of HRM, from manpower planning to staffing, training and development, as well as their evaluation and consequences on workplace practices, is one of the core concepts of green HR practices, a novel approach to realising the entire HR process (Bombiak et al., 2018). Another research viewed green HRM practice as the practice of HR executives of firms to shortlist and select new recruits who are ready to align their skills, competencies and technical knowhow to achieving the green initiatives of the organization (Armstriong, 2020).

According to Haldorai et al. (2022), firms seeking positive environmental performance using the green rewards and compensation ensure that employees committed to eco-friendly initiatives of the firm is recognized and rewarded financially and non-financially. In the same vein, Darvishmotevali and Altinay (2022) have indicated that green training and development practices is aimed at helping staff get skills and competencies required to

drive implementation and achievement of green initiatives of the firm. Similar to this, Mowaiye et al (2022), observes that health, safety and environment training is one of the regular training provided to all staff of organization yearly, in order to build understanding on how to become environmentally conscious towards ensuring environmental sustainability of the organization. The preceding is corroborated by discovery of Pham et al. (2019), who argues that increase of employee engagement in green initiatives of management help them to align capabilities, goals, and motivation towards successful implementation of green management systems and practices instituted by management of the organization. Also, Kuo, et al (2022) claims that employee participation in green management practices have led to reduction in all forms of environmental wastes and toxic pollution within firm premises and its surrounding operating environment.

In addition, Kuo, et al (2022) concludes that firms with environmental conservation initiatives recruit executives that are knowledgeable about green initiatives and are ready to deploy same expertise to bear in the core business processes of the organization. Similarly, Pham et al. (2019), observes that firms with green recruitment and selection practices ensure that intending recruits of the hotel are interested in maintaining environmental culture of the firm towards attaining environmental sustainability.

The AMO theory conceptualizes green HR practices in terms of three (3) broad dimensions: green ability, green motivation, and green opportunities (Appelbaum et al.,

2000; Singh et al., 2020). The green ability refers to effort by firms in ensuring that employees that possess the necessary competencies carry out a particular task, including hiring and selection procedures, training, and development plans and are placed in the right positions. By green motivation, firms focus on performance evaluations and the use of monetary and non-monetary rewards to encourage staff to fulfil environmental performance target. For green opportunities, firm simply set guidelines that promote employee involvement in numerous tasks through heightened engagement, knowledge sharing, and individual freedom.

3.3 Green HRM and environmental performance

Irani, et al. (2022) examined 409 hotels in Turkey to find how green HRM practices could enhance the environmental performance. The findings demonstrated that adopting green HRM solutions boosts environmental performance. Another study of Osolase et al. (2022), investigated how knowledgeable hotel workers in Lagos State, Nigeria were about green human resource development strategies, and found that employees lacked awareness of green skills, competencies, abilities, training, and growth. However, the report suggests that managers and employees should undergo green training and development, in order to execute green HRD practices successfully. Nisar et al. (2021), investigated how 374 employees of Malaysian green hotels' environmental performance was impacted by their use of green human resource management techniques, and discovered that green HR practices (green training & development, and green disciplinary

management) favorably influence their pro-environmental behavior. Further, Fazlurrahman et al. (2021), analysed the development of green human resource management research over the previous years and outlined potential future prospects for this area of study. The study's conclusions point to an advantageous association between GHRM education and training and the environmentally friendly business practices of hospitality organizations, which also favorably affects the accomplishment of task-related environmental programs carried out by employees.

In addition, Irani, et al. (2022) surveyed 220 full-time employees of green hotels to find how eco-friendly HRM techniques could improve hotels' environmental performance (EP). Using the AMO theory, a moderation model was created that considers green process innovation (GPI) as a moderator into the interaction between green HRM and environmental process. The findings show how adopting green practices can boost corporate performance, particularly with regard to the environment. Singh et al. (2020), surveyed 309 SMEs, and explored how green HRM interacts with the relationships among green TFL, green innovation, and environmental performance using the resource-based view and the AMO paradigm. The study's conclusions show that green HRM practices act as a buffer between green TFL and green innovation. Furthermore, it was discovered that through green innovation green HRM has an indirect impact on company's environmental performance.

Emmanuel et al. (2020), investigated the necessity of raising knowledge of green HRM in the Nigerian hotel business, and found that employing green HRM techniques can help resolve a variety of internal and external issues that have the potential to negatively affect both enterprises and the environment. The AMO theory was also used by Pham et al. (2020) to assess the direct, indirect, and interaction of green HRM activities. Using 220 hotel employees, training and employee engagement are essential tools for immediately increasing staff commitment, environmental performance and organizational civic behavior toward the environment. Yusouf et al. (2018) conducted research among 206 hotels on how green HRM practices in the hospitality industry enhance environmental performance. Using the resource-based theory, the findings revealed that while green performance appraisal had no relationship to environmental performance, green recruiting, selection, training, and remuneration had.

4.0 Methodology
This study adopts a survey research design. The population of the study consists the total of 205 registered hotels in Kano State, Nigeria (Tourism Management Board, 2020). Using the Krejcie and Morgan (1970) the sample size comprises 134 hotels, hence this research purposively selected 649 respondents across the various hotels using the non-probability sampling technique. Questionnaire was used as the main tool for data collection, and responses were analysed using descriptive, correlation, and regression with the help of SPSS. The specific model for this research is shown below;

$$EP_{it} = \alpha + \beta_1 GA_{it} + \beta_2 GM_{it} + \beta_3 GO_{it} + \varepsilon_{it} \ldots \ldots \ldots \ldots \ldots 3.1$$

Further, environmental performance, was measured by adapting a scale from (Ahmed et al., 2022), comprising 5 items with a Cronbach alpha of (0.888). Similarly, Green HR practices were measured by adapting a scale from Singh et al. (2020). The scale contains three (3) dimensions (green ability, green motivation and green opportunities) and a total of thirteen (13) items. The reliability coefficients for the green ability is 0.898, green motivation is 0.839, and green opportunity is 0.848. All items were measured on a five (5) points

Likert scale ranging from 1 strongly disagree to 5 strongly agree.

5.0 Results and Discussions
5.1 Descriptive statistics

The descriptive analysis shows the demographic features of the participants in terms of their gender, age, work experience, category of the hotel they work with, level of education, position in the hotel and the department or section. These are depicted below in Table 5.1:

Table 5.1: Descriptive Statistics

	N	Min	Max	Mean	Std Dev.
Gender	649	1.00	2.00	1.5239	.49981
Work Exp	649	1.00	4.00	2.1556	.93234
Hotel Category	649	1.00	4.00	2.7011	.75565
Age Group	649	1.00	5.00	2.8382	1.23229
Education	649	1.00	5.00	3.1834	.84179
Position	649	1.00	5.00	3.2912	.96861
Department	649	1.00	6.00	3.4222	1.52870

Table 5.1 above describes the demographic characteristics of the respondents, represented by (N = 649). The gender shows an average of (1.5) indicating that majority of the participants were female, and majority of the respondents have an average of 5 to 10 years of work experience. In addition, the average hotels surveyed were 3 Star and 4 Star as indicated by the mean (2.7). Further, the

age of the majority of the respondents falls between 30 to 49 years, with an average qualification of a (First Degree or HND), and are mostly managers of human resource departments of the hotels under investigation, and have spent significant number of years working in the hotels, and have gained better understanding of the green policies and practices of the hotel.

5.2 Reliability analysis

The reliability analysis shows the fitness of the research variables as indicated by Cronbach alpha. This is evidenced in Table 5.2 below:

Table 5.2: Relaibility Scale

Variables	Cronbach Alpha	No. of Items
Green Ability	0.790	6
Green Motivation	0.698	4
Green opportunities	0.690	3
Environmental Performance	0.799	5

Table 5.2 above reveals that green ability has a Cronbach alpha = 0.790, green motivation with Cronbach alpha = 0.698, green opportunities with Cronbach alpha = 0.690, and environmental performance has a Cronbach alpha = 0.799. These implies that all the variables are reliable enough as they have satisfied the threshold of 0.60, as suggested by Zinberg et al. (2005).

5.3 Correlation

The correlation measures the extent of interrelationships among the independent and dependent variables as well as the independent variables themselves.

Table 5.3: Correlation Matrix

		EnvtPerf	GreenAblty	GreenMotvtn	GreenOpport
Pearson Correlation	EnvtPerf	1.000			
	GreenAblty	.498	1.000		
	GreenMotvtn	.452	.574	1.000	.517
	GreenOpport	.435	.444	.517	1.000

Table 5.3 above shows that green ability has positive and significant association with environmental performance of approximately (50%), green motivation also has a positive and significant link with environmental performance given by (45%), and green opportunities has positive and significant relation with environmental performance as observed by (44%). Further, the association between green ability and green motivation is (57%), green ability and green opportunities is (44%). Similarly, green motivation has a positive and significant link with green opportunities of approximately (52%).

5.4 Regression Analysis

The regression analysis shows the effect of HRM (green ability, motivation and opportunities) on environmental performance of hotels in Kano. This could be observed in Table 5.4 below:

Table 5.4 Regression Coefficients

Model	Beta	t	Sig.	Tolerance	VIF
GreenAblty	0.308	7.611	0.000	0.641	1.560
GreenMotvtn	0.166	3.903	0.000	0.585	1.708
GreenOpport	0.212	5.471	0.000	0.700	1.428
Model Summary:			**Anova:**		
R^2 :	0.321		P.value :	0.000	
Adjusted R^2:	0.318		Durbin Watson:	1.638	

a. Dependent Variable: EnvtPerf

Table 5.4 above reveals that green ability has a (P. value = 0.000) and (Beta = 0.308) implying that green ability is significant, and also explains about (31%) variability in environmental performance. Similarly, green motivation has a (P. value = 0.000) and (Beta = 0.166) which means that green motivation was also significant and explained (17%) variability in environmental performance. Lastly, green opportunities shows a (P value = 0.000) and (Beta = 0.212) indicating that green opportunities was also significant and explained about (21%) variability in environmental performance. The tolerance value are all less than (1) and the variance inflation (vif) factors all showed there is no issue of multicollinearity as the (vif < 10). These further confirmed the results obtained in the correlation matrix shown in Table 4.3. The model summary shows the (R^2 = 0.321) which means that the green human resource practices dimensions (green ability, green motivation, and green opportunities) explained about 32 percent variability in environmental performance of hotels in Kano, Nigeria. Also, the Durbin Watson value (1.638) is within the acceptable range of between 1.5 and 2.5. In addition, the ANOVA revealed a (P. value = 0.000) indicating that the model is fit.

5.5 Test of hypotheses

The results of the analysis reveal that: hypothesis (H1) which states that green ability has significant effect on environmental performance was accepted. This implies that green ability has significant effect on environmental performance of hotels in Kano, Nigeria. Similarly, hypothesis (H2) which states that green motivation has significant effect on environmental performance was also proven and accepted, implying that green ability has significant effect on environmental performance of hotels in Kano, Nigeria. Lastly, hypothesis (H3) which states that green opportunities has significant effect on environmental performance was also confirmed and accepted, indicating that green opportunities has significant effect on environmental performance of hotels in Kano, Nigeria.

5.6 Discussions

In view of the results obtained from regression analysis, overall results indicate that all the HRM dimensions: green ability, green motivation and green opportunities were significant in explaining environmental performance of hotels in Kano. Previous studies demonstrated that adopting green human resource practices

can improve environmental performance (Irani, et al., 2022; Nisar, et al., 2021). Specifically, green ability was found to have positive and significant effect on environmental performance of hotels in Kano Nigeria. This means that the hotels make considerable efforts in ensuring that employees have the necessary competencies to carry out a particular task, including hiring and selection procedures, training, and development plans. Emphasis is placed on green staffing process by putting great effort in selecting the right person, hiring only those who possess environmental values, putting employee in to mandatory environmental training, design environmental training to enhance employee's environmental skills and knowledge, as well as monitor compliance by staff on the use of the knowledge acquired through environmental training . This is in line with the results of previous researches (Nisar et al., 2021; Yusouf et al., 2018) who found that staff behaviour through green recruiting, selection, remunerating green training & development influence environmental consciousness of hotels.

Further, green motivation reveals positive and significant effect on environmental performance, indicating that the hotels evaluate employee performance by the use of monetary and non-monetary rewards to encourage staff fulfil environmental performance target. This is in line with Nisar, et al. (2021) who opined that green HR practises like staff appraisal on green practices favorably influence pro-environmental behavior. More precisely, employee gets rewarded for environmental management, employee is encouraged and

rewarded for acquiring specific environmental competencies, performance were assessed in line with environmental concerns, environmental incidents, responsibilities, concerns and policy were included as part of employees appraisals. These was supported by Fazlurrahman et al. (2021), who discovered that assessment of staff compliance with green policies and practices contributes to environmental performance.

Green opportunities was also discovered to have positive and significant effect on environmental performance of hotels in Kano Nigeria. This means that the hotels set guidelines that promote employee involvement in numerous tasks through heightened engagement, knowledge sharing, and individual freedom. More specifically, employees are inspired and encouraged to become environmental friendly, the hotel encourage team-work efforts for resolving environmental issues, and also give employees the freedom to discuss environmental issues in meetings, and perhaps suggests possible ways for improvement. These were in accordance with the studies of Irani et al. (2022) and Osolase et al. (2022) who claimed that in order to boost employee involvement in eco-friendly efforts, it is pertinent to implement green HR concepts like green competencies, team work, and knowledge sharing across the organization.

6.0 Conclusions and Implications

In line with the results, this research concludes that all the green HR practices dimensions: green ability, green motivation and green opportunities were significant in explaining environmental performance of

hotels in Kano, Nigeria. Specifically, this research concludes that green ability was significant on environmental performance of hotels in Kano, implying that the hotels ensure that only people that possess the necessary competencies were employed. Greater attention is given to green staffing process. Only those who possessed environmental values are hired. Also employees are put on mandatory environmental training, design environmental training to enhance employee environmental skills and knowledge, and compliance of staff on the use of knowledge acquired through the environmental training is monitored. Similarly, this study concludes that green motivation also has a positive and significant effect on environmental performance, indicating that the hotels use rewards to inspire staff to meet their environmental performance targets. Employee gets rewarded for environmental management and for acquiring specific environmental competencies. Performance is appraised in line with environmental impacts and environmental responsibilities. It is also concluded that green opportunities have positive and significant effect on environmental performance of hotels in Kano, Nigeria. This implies that the hotels establish guidelines that promote teamwork, knowledge sharing, encourage employees to be environmental friendly, and are inspired to express initiatives, with regards to environmental policies and practices of the organization.

Findings show that managements of the hotels in Kano, Nigeria have recognized the importance of adopting green HR practices in dealing with their environmental concerns. Nevertheless, it is observed that hotels seem to pay little attention to environmental issues especially related to waste disposals, water, and energy management. It is inferred that insensitivity to core wastes, water and energy management initiatives on the part of the hotels' managements contributes to various environmental concerns. Hence, it is proposed that the managements should reinforce their green human resources practices; by adequately ensuring green staffing, green training and development, green appraisals with rewards, team work spirit, and sharing of green initiatives to boost environmental performance. When this is achieved, the major issues of waste, water and energy pollution causing environmental problems could be adequately saved, and these would foster environmental performance of the hotels. In addition, the customers also prefer those hotels that actively show concern on environmental issues, hence leading to increased patronage and satisfaction. Similarly, the government and policy makers will be guided in developing and enforcing laws and policies that support environmentally sustainable practises, thereby gaining an increased contribution to the GDP, employment, and receipts.

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