

The Role of Green Human Resource Practices on Environmental Aesthetics in the Hotel Industry: A Case Study of *Protea Hotel Benin City Nigeria*.

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Abstract

Green human resources management (GHRM) has proven its importance in most sectors of the economy globally both public and private. Its major impact is in the hospitality industry especially in hotels. In addition, the application of green human resources management practices is typical of an organization's environmental awareness and responsibilities. In accomplishing this task relevant stakeholders must put in concerted effort including time and resources to achieve the desired task. This research paper aims to analyze the role GHRM plays in environmental aesthetics in the Hotel industry. In understanding the impact, environmental sustainability, green recruitment and appraisal, green training and development, green business as well as green compensation and motivation were reviewed from related literature. The study revealed that green human resources management goes beyond environmental sustainability as its application in everyday life has reshaped consciousness of all which has further positively increased growth in other sectors of the economy.

Keywords: Green Human Resource Practice, Green Human Resource Management

Introduction

Most Businesses today traditionally believe that “going green” which entails a consideration of environmental challenges into business strategy is expensive. Irrespective of the cost implication of going Green, it is becoming clear, however, that not taking care of the environment will bring costs of its own, and that businesses that fail to go green will pay somehow for it in the future. (Van Der Zee, 2008). Going Green today is no longer under consideration but a process that the society strives to

achieve to restore the natural ambience which over the years have been eroded by both industrial and human activity. Homes are going green, offices are going green, Parks are going green, institutions of learning are going green, restaurants are going green, Hotels are going green etc. Going green is now an everyday affair which contributes immensely to business growth because greening the environment attracts potential customers occasioned by the ambience it reflects.

Green Human Resource Management (GHRM) as a Human Resource Management (HRM) activity aims at improving on environmental outcomes. The core strategy of GHRM to provide the template to check environmental challenges societies tend to encounter. Business organizations around the globe make concerted effort to ensure staff imbibe workplace green behavior to help reduce factory and office emissions. Through greening the effects of global climate change brought about by workplace emission which further depletes the ozone layer, can be checked as well as introduction

Statement of the Problems

Environmental degradation has been a source of concern to most developing countries around the globe in recent years. Common amongst these environmental issues are air pollution, water pollution, land pollution, deforestation etc. These negative environmental activities have taken a serious toll on the natural ambience as well as natural habitat in most societies in these countries.

Prominent amongst sectors of the economy that contribute to these environmental degradation is the Hotel Industry. Hotels in most regions of developing countries consume so much energy like water, Electricity, coupled with emissions from electricity generating plants and as such the need to imbibe green practices cannot be overemphasized. (Kuo et al, 2019).

It is evident that most Hotels prior to the greening of our environment have been plagued by business downturn occasioned by lack of patronage from prospective customers that fashion general ambience before seeking for any reservation. This thesis is aimed at highlighting the importance of Greening in Hotel management and business growth.

Research questions

Prior to recent times now, the successes of organizations are measured by their annual profit declaration during Annual general meetings. The story is different today because most organizations target financial earnings through conversion of waste to reusable energies as well as other streams of income. Hence environmental management and sustainability more recently is the drive of most organizations today and this falls under the responsibility of Managers and employees. (Sobaih, 2019). The basic questions this thesis tends to answer are:

- i.) Does Greening have any impact on environmental sustainability in Hotels?
- ii.) Is there any positive relationship between GHRM and business growth in Hotels?
- III) How well can the Practice of GHRM impact on staff Motivation?

Significance of the Study

Findings from this study will help to sensitize and reverberate the importance of keeping our environment green. It will not only assist Management of Hotels, but will also reposition the mindset of prospective Hoteliers. It would be agreed that our landscape has been reshaped over the years by the action of rain water, uneasy earth movement which is mainly caused by industrial activities, land pollution and the rest of it all. The attendant benefit of Green Human Resources practice cannot be overemphasized, hence Management of Hotels will cash in benefit of the findings to reposition their set goals.

Literature Review & Hypothesis Development

The Environment has finally been given a seat at the boardroom table. Companies around the globe that were known for exploitation activities that have a negative effect on the environment are joining the crusade, as they try to cope with the depth and speed of the upheaval environmental issues are

having on their business. What you hear at boardroom meetings is “Let’s Go Green” (Phyper and Maclean, 2009).

The global goals of financial stability and economic growth must be embedded in a broader set of objectives that recognize the need to simultaneously reduce climate risks and stabilize communities in the increasingly difficult effort to secure human existence in the context of public and planetary health. The growing climate degradation with its attendant threats of pandemics(like the Covid-19) pose a monumental challenge that requires a concerted large-scale effort by humanity to reduce greenhouse gas emissions to net zero while protecting human communities, ecosystems and wildlife. Considering the status of our planet, it is evidently clear we cannot continue with our pattern of living, constantly and recklessly abusing our natural resources as if their supply is infinite. We collectively pollute the air, the waterways, and the earth beneath our feet, as if this will not have any consequences for natural environments that sustain us or for our own health (Savarimuthu et al, 2022).

Businesses are realizing more and more how crucial it is to monitor and regulate their economic, social, environmental, and organizational performance. Internal considerations, including a management commitment to sustainability, may be the driving force behind the implementation of a company strategy to integrate social, environmental, and economic aspects. The majority of sustainability initiatives are the result of outside forces like laws, market needs, competition, or pressure from non-governmental organizations (NGOs). Limits on greenhouse gas emissions, for instance, will have an impact on the cost of energy and the goods, services, and industries that use it. Executives should evaluate their company plans to see if there are opportunities in emerging global markets for capital, carbon, cutting-edge technologies, and low-GHG goods and services. (Epstein and Buhovac, 2014).

HUMAN RESOURCE MANAGEMENT

Organizations around the globe whether big or small depend on various capital to drive their business. Capital literally are inputs to a particular business from start up as well as all through the lifespan of the business. Capital can come in the form of cash, equipment, machines or consumables which helps to

generate income for the business. The only capital that is peculiar to all businesses is the human capital. No matter the digitization of businesses, at some point people are needed to carry out a specific function or role. Hence human capital is defined as achieving organizational effectiveness through the use of people's skills, education, knowledge, expertise and abilities (Patterson, 2023).

GREEN HUMAN RESOURCE PRACTICES AMONGST HOTELS IN

NIGERIA

Over the past decade, the impact from climate change and global warming has led to environmental degradation. This is because of the harmful activities conducted on the natural environment by employees and various organizations, of which the hotel industry is part of. The overconsumption of energy and water, and the use of products and materials which are considered harmful to the environment. Lack of effective waste disposal mechanisms, and the inability to recycle, are all harmful to the environment. Globally, the hotel industry is a major employer of labor, therefore, to help mitigate these harmful practices, there is the need for the hotel industry in Nigeria to adopt green human resource development (Green HRD) practices (Osolaseet al, 2022).

Green Investment

Green Investment relates to activities of Companies that aim to protect the environment through reduction of environmental pollution, reduction of carbon emission, the use of alternative sources of energy, and conserving natural resources while doing business. It is part of its corporate social responsibility (CSR). Green investment and environmental practices play a key role in many areas, so firms need to respond to the growing concerns and challenges of stakeholders (Chitimiea et al, 2021).

The main external factors influencing green investment are, government pressure, competitors' pressure, customers' pressure, and suppliers' pressure. The government has a particularly important role to play in influencing companies to implement green investment by regulating policies and rules that force companies to be proactive and grow in harmony with the environment.

Green Products

However, a variety of factors related to environmental awareness influence a consumer's inclination to buy green items. The value of preserving the environment and the cost of eco-friendly goods have not changed. While price is still a determining factor in the purchase of environmentally friendly goods, customers are eager to buy sustainable products as long as the price is in a fair and typical range. (Chen et al, 2018).

Presently the focus of research is on development and commercialization of battery- powered electric vehicles, hybrid electric vehicles, and fuel cell electric vehicles, together with internal combustion engine alternatives such as compressed natural gas vehicles and ethanol- and methanol-fueled vehicles. Solar powered electric mini buses were showcased in a documentary in the Northern Part of Nigeria recently. Some examples of green products include, Green Buildings, Green Lighting, and Green household appliances. Emerging green products include green leasing, which includes energy efficiency, green car leases, green mortgages, and green property leases; other examples include green securitization, which is the combination of several small-scale loans to draw

Green Compensation and Motivation

Green compensation strategy as a tool for environmental improvement is when an organization aligns its processes with the global GHRM strategies and practices. It is aimed at producing sound green workplace initiatives, lifestyle initiatives as well as help in the reduction of carbon emissions. Green remuneration is made up of both monetary and non-monetary rewards that support long-term business goals and encourage environmentally friendly employee behavior. (Ahakwa et al, 2021; Susanto et al, 2022).

Employees are rewarded for achieving green goals (green pay and rewards) and for giving exceptional workers the chance to mentor others and take part in the organization's environmental management (green involvement). These benefits can be monetary or non-monetary. Above all, these specific GHRM practices will help organizations to fully stimulate the willingness and competence of

employees to participate in green advocacy. (Cheng et al, 2022). Employees would therefore adopt behaviors that align with the company's green strategies if greening is integrated into HR procedures and regulations. When a company offers incentives for cutting-edge ecological performance or initiatives, employees are motivated to participate in environmentally friendly endeavors. It indicates that a company values the green initiatives taken by its employees. (Hameed et al, 2022). Understanding how

ENVIRONMENT SUSTAINABILITY AND THE FUTURE OF GREEN

HUMAN RESOURCE MANAGEMENT

The uncommon smell of natural freshness of the air around rural communities remains the thrust of GHRM in the urban communities that have been ravaged by industrial activities and carbon emissions. These emissions have become part of our daily living. All living things—plants, animals, and humans—are fed and nurtured by a healthy environment. Both green spaces and the blue ozone layer are necessary for human health. A clean and fresh environment benefits not just the food we eat but also the water we drink and the air we breathe.

Every essential component of the ecosystem is a gift from a planet in good condition and functioning. As humans spend more time in their natural habitat, we get healthier and feel better. The activities of humans most recently have impacted negatively on the natural ambience of our World today. In addition to changing the environment and our way of life, the 20th century brought about many technological advancements that improved human lives throughout the world. However, it also brought about an unprecedented increase in population, consumption, energy use, waste and pollution, and the conversion of uncultivated land to agricultural use. (Open Government Licence, 2018).

Conceptual review

Although GHRM is widely recognized as important from a sustainability standpoint, little study has looked at GHRM in the context of hotels. A decade ago, research on GHRM in the hotel business began to take shape. This advancement offers a chance to design a fresh framework (Susanto et al., 2022).

The Hospitality sector in Nigeria most especially Hotels needs some guidance on how to fully incorporate Green practice their processes of service delivery. The reason being that green human resource management as a key to sustaining environmental aesthetics is still at its lowest. In achieving this, support is needed from various stakeholders and government agencies (like, Nigerian Tourism Development Corporation) responsible for compliance to rules, regulations or policies of Hotel Management. Such bodies have legal barking to enforce green policy adherence in the Hotel industry, which can lead to better sustainable performance. So it implies that the Government, Hotel Management, and Employees all have a role to play in the GHRM.

Green performance management which is achieved through Training and Development, compensation, Appraisal etc, highlights issues that are related to GHRM has shown to be effective in achieving sustainability in several industries, such as manufacturing, sports, tourism and hotels. The campaign on GHRM has not fully been implemented in the hospitality industry especially hotels as hotel management is yet to fully incorporate these practices into their set goals (Al-Hosaini and Rashid, 2022).

In the context of the hotel business, "green human resource management" refers to the extreme caution with which hotel management introduces services and goods that are both environmentally friendly and safer for visitors. (Sobaih, 2019). Green human resource practices are practices carried out by hotel management that helps it drive environmental performance. Green Human resource Planning, Like budgetary planning, Hotels draw up plans in achieving their Green human resource goals. This could be forecasting the number of employees, experience or skills needed for achieving their corporate environmental initiatives/programs etc. Also Planning can reveal the type of GHRP to engage in as regions differ. (Lakshmi and Battu, 2018).

Green Job Design; This pertains to job descriptions having green initiative. In green job descriptions, environmental tasks are included to make each employee aware that the whole of environmental sustainability in hotels is achieved through teamwork. (Sobaih, 2019). Human Resource Management; This pertains to standard organizational practices that must be embedded in achieving GHRM goals. These HRM practices are key in driving environmental sustainability.

Green Recruitment, Training and development; Green recruitment, training, development, appraisals, rewards etc are key drivers of GHRM. Green recruitment pertains to basic green activity skills employees must possess to be engaged by the organization. Generally, induction programmes of newly employed are aimed at making them familiar with the hotel atmosphere. In creating environmental awareness among all hotel members in all management levels as well as to improve the required knowledge and skills it is imperative that management engages in green recruitment, training and development etc (Molina-Azorin et al, 2021; Sobaih, 2019).

Green Selection; In the selection process of applicants for vacant positions, some companies, and in our context hotels, consider candidates that are already aware of workplace green behavior. When interviewing candidates for selection in hotels, questions which borders on environmental friendliness are frequently asked which forms the basis for a good green selection practice. Organizations can adopt environmentally friendly people in addition to the normal selection criteria relating to the specific duties of the job being advertised. (Lakshmi & Battu, 2018). Green performance management; hotels undertake green performance management by monitoring its environmental protection activities by assigning environmental targets and responsibilities to employees as well as evaluating their performance. Feedback is regularly transmitted to employees. Results of environmental performance appraisals are considered carefully. These results determine employees' bonuses, promotions, and commitment. (Pham et al, 2022).

Green Investments; Green Investment relates to activities of companies that protect the environment via reduction of environmental pollution and introducing the use of alternative sources of energy, and conserving natural resources while doing business. This forms part of the organization's corporate

social responsibility (CSR). Green investment as part of GHRM plays a key role in many areas, enabling firms to respond to the growing concerns and challenges of stakeholders (Chitimiea et al, 2021).

Green Product; Green products are products that by their design make use of recycling resources or materials that improves environmental impact as well as reduces toxic damage throughout the entire life of the product. Green products have little or no impact on the environment when compared to its available alternatives. Green businesses and sustainable industries: In the process of conducting business, green firms—also known as sustainable enterprises—seek to strike a balance between the profits generated from operations and the ongoing stability of the environment and its inhabitants. However, given the current assessment of the immediate threat posed by climate change to our world, the green business economy has grown significantly over the past ten years and is still growing today as it is welcomed by workers, customers, investors, and other stakeholders. (G. Nagashybayeva, 2020).

Environmental Sustainability; Sustainability is considered the sustained competitive advantage in the modern business environment. The hotel industry is making efforts to contribute its quota to sustainable development goals (SDGs) which they consider as part of its corporate social responsibility (CSR). Thus the industry is making an effort to provide the best competitive environment to its visitors and applying various best approaches to satisfying them which has led to an intense competition among the hotel industry chains. (Iftikhar et al, 2021).

Methodology

One must decide whether the study goal can be achieved through qualitative, quantitative, or even a combination of the two methodologies when choosing the research techniques. For a very long time, both scientific and social sciences have employed these techniques. Deductive reasoning is common in quantitative research, when scientists gather data on a sizable sample to validate their theoretical claims and hypotheses. Because accurate results from quantitative research can only be acquired with a sample

that accurately represents the population under study, sample selection is a crucial component of the research process. However, these drawbacks are intended to be addressed by qualitative research methods, which concentrate on a qualitative understanding of phenomena by gathering and analyzing opinions, attitudes, and beliefs. These studies involve a small sample and a comprehensive and in-depth examination of the subject under consideration; representativeness is not an objective. (Boncz, 2013).

The core research objectives are:

- ❖ Green Human Resource Management has an impact on environmental sustainability in hotels
- ❖ There exist a relationship between GHRM and Business growth in hotels
- ❖ GHRM practice has a positive impact on Hotel Staff Motivation

The Survey technique via questionnaire administration is proposed for the study. The survey shall target permanent employees of Protea Hotels Benin, Management of Protea Hotel Benin, Some staff of the Ministry of Environment as well as other persons having direct (Other hotels staff) or indirect (visitors or customers to hotels)

The QUANTITATIVE approach to research writing is employed using structured questionnaires. Making use of this approach will provide richer and forensic insights to our various viewpoints. The approach will make an effort to simplify the subject while ensuring that respondents possess a deeper understanding of the concept of GHRM in relation to aesthetics in the hotel industry.

Proposed Measure of the Study

A 20-item questionnaire is proposed to investigate the role of Green Human Resource management Practice on Environmental Aesthetic in Hotel Industry, leveraging on green performance management.

- ❖ A 5-item scale was adopted for Green Business Growth
- ❖ A 5-item scale was adopted for Green Compensation/Motivation
- ❖ A 5-item scale was adopted for Environmental Sustainability.

Using the Likert Scale: 1 - Strongly Disagree, 2 - Disagree, 3- Mildly, 4- Agree and 5- Strongly Agree

The Research design

The survey research technique is proposed which will be conducted via questionnaire administration. The google questionnaire is proposed which entails that there will be a systematic gathering of information from respondents so as to understand and further predict some parts of the behavior of the population.

Population of the Study

All potential components, individuals, or observations connected to a certain phenomenon of the researcher's interest make up a population. (Asika, 2009).

These elements or subjects can be determined through observation or physically counting them. A population of 200 respondents is proposed which will be drawn from customers of hospitality industries, employees and management staff of Protea Hotel, Benin City, Staff of Ministry of Environment, and customers to other likely 5 star hotels in Benin city.

Sampling procedure

An exploratory survey will be conducted which points to the fact that the basic data and the facts are known and seeks to find out why things are as they are. How do people perceive or what is their attitude towards green human resource management practices? How do they view the quest for Environmental sustainability? Are employees keying in to the goals of greening in hotels? Is the hotel performance or growth achieved through the practice of GHRM? Is there any impact as a result of policies of the government?

In drawing samples for the study, according to Kumar (2005). the following principles must be considered.

1. Principle one: in a majority of cases of sampling there will be a difference between the sample statistics and the true population mean, which is attributable to the selection of the units in the sample.
2. Principle two: the greater the sample size the more accurate will be the estimate of the true population mean.
3. Principle three: the greater the difference in the variable under study in a population for a given sample size, the greater will be the difference between the sample statistics and the true population mean.

Sample Size

The sample size shall be the number of identified customers to hotels in Benin City with reference to Protea Hotels, any other five star hotel or luxury suite or apartments, Employees and management staff of Protea Hotels, Benin City, employees of Ministry of Environment and some other top government functionaries.. A sample size of 150 respondents is proposed. The sample size will be denoted by (n) The best formula (Slovin;s Formula) for determining the sample size with a known population is given below

$$n = \frac{N}{(1 + Ne^2)}$$

where,

n = Sample size to be determined

N = Population of the study ($N= 200$)

e = Significant or permissible error; in our case 0.04

$$n = 200 / (1 + 200 * 0.04^2)$$

$$n = 200 / (1 + 200 * 0.0016)$$

$$n = 200 / (1 + 0.32)$$

$$n = 200 / 1.32$$

$$n = 151.52$$

Hence for ease of dealing with whole numbers a sample size of 150 respondents were chosen as well as adopting Kumar's Principle two, the greater the sample size the more accurately the population mean being estimated.

Sampling method

This research work shall focus on the probability sampling method which uses stratified sampling procedure. It is an applied random sampling that groups the entire population into a definite characteristic called strata (Asika, 2009). Our strata for the purpose of this research study shall be:

- (a) Identified customers to Protea Hotel Benin City (over 2 years patronage) as well as customers to other hotels in the category of Protea Hotel, Benin City
- (b) Full and contract employees of Protea Hotel, Benin City
- (c) Management Staff of Protea Hotel, Benin City
- (d) Some Employees and top government officials from the Ministry of Environment and other Ministries, Department and Agencies staff
- (e) Other respondents

This study shall have a sampling frame of 30 respondents for each stratum for a proper analysis of the stratum so listed. The sampling frame is a list identifying each respondent in a particular stratum from another in the study population. (Kumar, 2005).

Data Sources

Primary source of data collection shall be via google questionnaire administration which shall cut across the respondents of the strata so listed in 3.6 above. Secondary sources of data shall be restricted to reviewed literature.

Research Instrument

A pre-designed or structured google questionnaire is proposed in collection of data for the purpose of this study. The choice of using the questionnaire for the purpose of this study is as a result of the unique characteristics it possesses. Some key attributes of the questionnaire includes:

Purpose: the purpose of this survey is to produce quantitative descriptions of some aspects of the study population. Our subject of interest here are Customers to Hotels (with reference to Protea Hotel, Benin City), Staff and Management of Protea Hotels Benin City, Employees from the Ministry of Environment etc.

Procedure: the main way of collecting information is sharing the google form to identified hoteliers, employees of Protea Hotel Benin City, other Hotel staff in the Category of Protea Hotel, employees of the Ministry of Environment, other government policy makers, and other respondents knowledgeable in green human resource management.

Analysis: information is generally collected about only a fraction of the study population, but it is collected in such a way as to be able to take a broader view of the whole population. (*Principle two*; Kumar).

Data Analysis methods

The survey techniques shall make use of simple percentage frequencies hence the chi-square (χ^2) non-parametric test tool is proposed. The data for the study shall be analyzed using the descriptive and inferential statistics.

The chi-square (χ^2) is thus proposed for testing the relevant hypothesis of this study. Consequently the SPSS (Statistical Package for Social Science) shall be employed for analyzing the data collected.

Chi-Square (χ^2) was used to determine the significance between the observed frequency and expected frequencies in the data set.

Cronbach's Alpha was employed to measure the relationship between the various categories of the research questions. It actually shows the internal consistency of the questions set

The P-values show statistical significance and an acceptable p-value rejects the null hypothesis at $P \leq 0.05$.

Results & Findings

In this chapter the entire survey which was encapsulated by the questionnaire is analyzed which includes demographics as well as responses from respondents with respect to addressing the research questions.

This research study tends to establish the overarching role of GHRM in environmental aesthetics in the hotel industry. Protea Hotel Benin, City Nigeria was the focus of the study. The Hotel which has branches in all major cities in Nigeria was chosen as it represents an epitome of green human resource management in the hospitality industry in Nigeria.

Outside the demographics, the questions were structured in sections as follows for ease of the analysis of data collection,

Knowledge about Green Human Resource Management (7)

The research objectives..... (4)

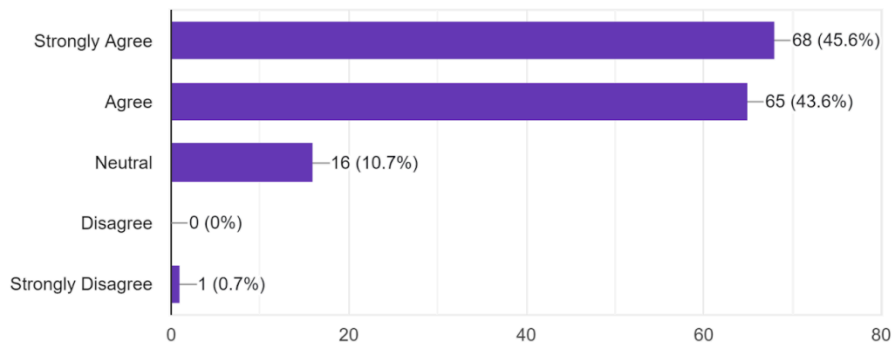
We shall restrict our analysis of the responses to the demographics, knowledge about Green Human Resource practices as well as the research objectives

Analysis of Data on Research Hypothesis

On the research hypothesis the following analysis were carried out:

Green Human Resource Management has an impact on environmental sustainability in hotels

149 responses



H1: Green Human Resource Management has an impact on environmental sustainability in Hotels

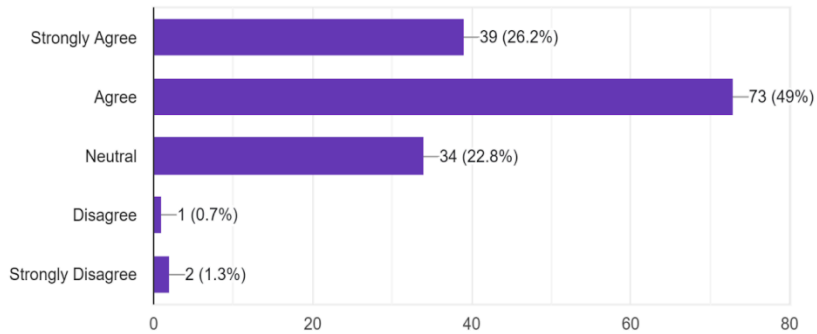
	Frequency	Percent (%)	Valid Percent	Cumm. Percent
SA	68	45.6	46	46
A	65	43.6	44	44
N	15	10.1	10	10
D	0	0	0	0
SD	1	0.7	0	0
Total	149	100	100	100

Table 4.16

On the impact of GHRM on environmental sustainability, 68 respondents representing 46% strongly agreed, 65 respondents which makes up 44% of the total respondents agreed, 15 respondents which is 10% were indifferent while a negligible 1 respondent and no respondent strongly disagreed and disagreed respectively.

There exist a positive relationship between GHRM and Business growth in Hotels

149 responses



H2: There exist a positive relationship between GHRM and Business growth in Hotels

	Frequency	Percent (%)	Valid Percent	Cumm. Percent
SA	39	26.2	26	26
A	73	49	49	49
N	34	22.8	23	23
D	1	0.7	1	1
SD	2	1.3	1	1
Total	149	100	100	100

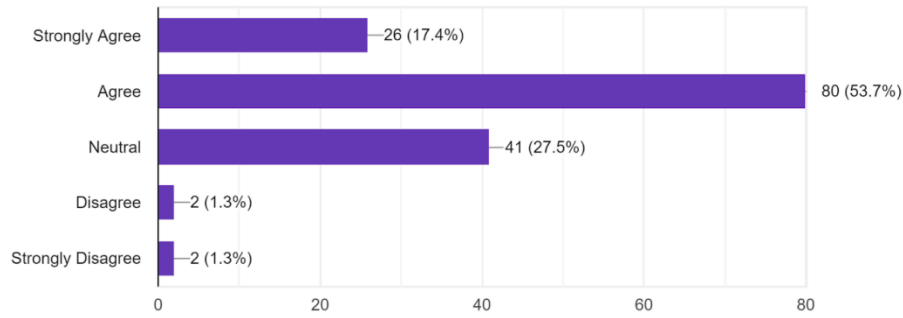
Table 4.17

39 respondents from the entire survey representing 26% strongly agreed that a positive relationship exists between GHRM and business growth. 73 of them representing 49% agreed, 34 representing 23%

were indifferent while a negligible 1% each made up of 1 and 2 respondents respectively disagreed and strongly disagreed.

GHRM practice has a positive impact on Hotel Staff Motivation

149 responses



H3: GHRM practice has a positive impact on Hotel Staff Motivation

	Frequency	Percent (%)	Valid Percent	Cumm. Percent
SA	26	17.4	17	17
A	80	53.7	54	54
N	40	26.9	27	27
D	1	0.7	1	1
SD	2	1.3	1	1
Total	149	100	100	100

Table 4.18

Of the 149 respondents that participated in the survey, 26 representing 17% Strongly agreed that GHRM has a positive relationship with Hotel staff motivation, 80 representing 54% Agreed, 40 of

them representing 27% where indifferent, 1 representing 1% disagreed while 2 respondents representing about 1% strongly disagreed.

Analysis and Results

The 149 respondents indicated their perception and level of agreement with questions related to the role of green human resource practices on environmental aesthetics in the hotel industry. The dependent variables are environmental sustainability, Business growth and Employee motivation measured against the independent variable, GHRM practices. The responses on the research hypothesis were rated with the 5-point likert scale from Strongly Agree- (5) to Strongly Disagree- (1).

Hypothesis Testing

H_{ES} = Green Human Resource Management has an impact on Environmental Sustainability

H_0 = Null hypothesis; GHRM has no impact on Environmental Sustainability

H_1 = Alternative hypothesis; GHRM has an impact on Environmental Sustainability

Observed Frequency (O)	68	65	15	0	1
Expected frequency (E)	44.3	72.7	29.7	0.7	1.7

Table 4.19

$$\chi^2 = \sum \frac{(O-E)^2}{E} \dots\dots\dots \text{EQ1}$$

Using the formula

$$X^2 = (561.69)/44.3 + (59.29)/72.7 + (216.09)/29.7 + (0.49)/0.7 + (0.49)/1.7$$

$$X^2 = 12.68 + 0.82 + 7.28 + 0.7 + 0.29 = \mathbf{21.77}$$

From the value gotten at $df = (r-1)*(c-1) = 4$ and 0.04 significant error from the chi-square distribution table is 10.026,

Since $\chi^2 \geq 10.026$ we reject the null hypothesis.

H_{BG} = There exist a positive relationship between between GHRM and Business Growth

H₀ = Null hypothesis; there is no relationship between GHRM and Business Growth

H₁ = Alternative hypothesis; There exist a positive relationship between GHRM and Business Growth

Observed Frequency (O)	39	73	34	1	2
Expected frequency (E)	44.3	72.7	29.7	0.7	1.7

Table 4.20

Applying EQ1 above

$$X^2 = (28.09)/44.3 + (0.09)/72.7 + (18.49)/29.7 + (0.09)/0.7 + (0.09)/1.7$$

$$X^2 = 0.63 + 0.001 + 0.62 + 0.13 + 0.05 = \mathbf{1.431}$$

Since $\chi^2 \geq 10.026$ is false from the above it implies that there is no relationship between GHRM and business growth in hotels.

H_{SM} = GHRM has a positive impact on hotel staff motivation and Business Growth

H₀ = Null hypothesis; there is no relationship between GHRM and hotel staff motivation

H₁ = Alternative hypothesis; There exist a positive relationship between GHRM and hotel staff motivation

Observed Frequency (O)	26	80	40	1	2
Expected frequency (E)	44.3	72.7	29.7	0.7	1.7

Table 4.21

Applying EQ1 above

$$X^2 = (334.89)/44.3 + (53.29)/72.7 + (106.09)/29.7 + (0.09)/0.7 + (0.09)/1.7$$

$$X^2 = 7.56 + 0.73 + 3.57 + 0.13 + 0.05 = \mathbf{12.04}$$

Since $\chi^2 \geq 10.026$ is true from the above it implies that there exists a positive relationship between GHRM and hotel staff motivation.

Discussions

Explanation of Result

On Environmental Sustainability, the result obtained from the hypothesis testing clearly reveals that Management of Protea Hotel, Benin City are keen about the aesthetics of the hotel as efforts are channeled towards ensuring that GHRM practices are implemented from top to bottom. It implies that the management of Protea hotel Benin City invests so much in improving Employee Green Behavior in the hotel.

Conversely the GHRM practice is yet to translate to business profitability owing to the fact that, overhead cost of the application of GHRM practices outweighs the business opportunity or patronage. It is also not out of place to infer that customers sometimes find it an extra burden in adhering to simple laid down hotel green behavior, which include, proper waste management, room ethics, usage of appliances etc. They see it as an inconvenience adhering to these practices and prefer to visit hotels where these practices are downplayed. This seriously has affected the profitability of Protea Hotel, Benin City.

On the relationship between GHRM and Hotel employee motivation, it is evident that staff of Protea Hotel Benin City are being motivated by adoption of the hotel's green culture which would have been handed down during scheduled green training and development and as such now forms part of their attitudes.

Cronbach's Alpha for Reliability and Validity of GHRM

The Cronbach's alpha formula is given below as

$$\alpha = \frac{n}{n-1} \left(\frac{S_{vT}^2 - \sum_{vi=1}^n S_{vi}^2}{S_{vT}^2} \right) \dots\dots\dots \text{EQ2}$$

α = Cronbach's alpha

n = number of items in the scale

S_{vi} = variance of sum of each item

S_{vT} = variance of sum total of all items

Converting the Likert Scale items we have

SA= 5, A= 4, N = 3, D = 2 and SD = 1

Using our Test hypothesis as the independent variables for the 149 respondents

For H_{ES} = **GHRM** has an impact on environmental sustainability its variance via excel calculation gives
0.44694

For H_{BG} = **GHRM** has an impact on Business growth of Hotels, its variance via excel calculation gives
0.587792

For H_{EM} = **GHRM** has an impact on Hotel employee motivation, its variance via excel calculation gives
0.54943

From the datasets from numerical value computation of the LIKERT scale, the Variance of the sum total of all observable items within the data set is given as

$$S^2_{vT} = \mathbf{2.98812}$$

For each of the item scale, the Cronbach's alpha is given thus, using EQ2 above

$$\mathbf{H_{ES}}, \alpha = 149/148 \left((2.98812 - 0.44694)/2.98812 \right)$$

$$= 1.007 \left(2.54118/2.98812 \right)$$

$$= 1.007(0.85042)$$

$$\alpha = \mathbf{0.856}$$

$$\mathbf{H_{BG}}, \alpha = 149/148 \left((2.98812 - 0.58779)/2.98812 \right)$$

$$= 1.007 \left(2.40033/2.98812 \right)$$

$$= 1.007(0.80329)$$

$$\alpha = \mathbf{0.809}$$

$$\mathbf{H_{EM}}, \alpha = 149/148 \left((2.98812 - 0.54943)/2.98812 \right)$$

$$= 1.007 \left(2.43869/2.98812 \right)$$

$$= 1.007(0.81613)$$

$$\alpha = \mathbf{0.822}$$

Now calculating the **Cronbach's alpha coefficient** for reliability amongst the three item scale, we have,

$$\alpha = 1.5 * (2.98812 - \text{Sum } S^2_{v(i1,i2,i3)}) / 2.98812$$

$$= 1.5 * (2.98812 - (0.44694 + 0.58779 + 0.54943)) / 2.98812$$

$$= 1.5 * (2.98812 - 1.58416) / 2.98812$$

$$= 1.5 * (1.40396 / 2.98812)$$

$$= 1.5 * 0.46985$$

$$= 0.705 \approx 0.71$$

Cronbach's alpha coefficient is approximately **0.71** which represents the internal consistency.

Cronbach's alpha Coefficient Table for Green Human Resource Management

Independent Variables	Number of items	Crobach's alpha	Acceptability
H_{Env.Sust}	149	0.856	0.856>0.71 Acceptable
H_{Bus.Growth}	149	0.809	0.809>0.71 Acceptable
H_{Emp.Mot}	149	0.822	0.822>0.71 Acceptable

Table 4.22

4.9 Calculating the P- value for the Role of GHRM on Environmental Aesthetics in the Hotel industry

GHRM HAS AN IMPACT ON ENVIRONMENTAL SUSTAINABILITY

Observed Freq	68	65	15	0	1
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Expected Freq	44.3	72.2	29.7	0.7	1.7
No. Of Rows	2				
No. Of Column	5				
Deg. Of freedom	4				
X² Test Statistic	21.77				
P- value	0.0002226915564				

Table 4.23

GHRM HAS AN IMPACT ON BUSINESS GROWTH

Observed Freq	39	73	34	1	2
Expected Freq	44.3	72.2	29.7	0.7	1.7
No. Of Rows	2				
No. Of Column	5				
Deg. Of freedom	4				
X² Test Statistic	1.431				
P-value	0.8387895681				

Table 4.24

GHRM HAS AN IMPACT ON HOTEL EMPLOYEE MOTIVATION

Observed Freq	26	80	40	1	2
Expected Freq	44.3	72.2	29.7	0.7	1.7
No. Of Rows	2				
No. Of Column	5				
Deg. Of freedom	4				
X² Test Statistic	12.04				
P-value	0.01705628056				

Table 4.25

From the tables above, it is reflective that GHRM impacts on Environmental sustainability and Hotel employee motivation with both having 0.00022 and 0.017056 values respectively which conforms with the acceptability rule of P-values I.e $P > 0.05$.

Just like the chi-square test, GHRM does not significantly impact on Business Growth in Hotels which is clearly illustrated by its p-value ($0.83879 > 0.05$).

TABULAR REPRESENTATION OF ALL RESULTS

	X²	Decision	α= Cronbach	Decision	P= Value	Decision < 0.05
H_{ES}	21.77	Reject H ₀	0.856	Accept	0.0002226915564	Significant
H_{BG}	1.431	Accept H ₀	0.809	Accept	0.8387895681	Not. Significant

H_{EM}	12.04	Reject H ₀	0.822	Accept	0.01705628056	Significant
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Table 4.26

Conclusions

This study explored the role of GHRM on environmental aesthetics in the hotel industry with reference to Protea Hotel, Benin City, Nigeria. From the research it was observed that hotel employees, Management staff, Staff of government agencies charged with responsibility of environmental maintenance as well as other individuals shared their perception of green human resource management practices. The study also reveals that a good number of visitors to hotels had little or no knowledge on the concept of greening. Also knowledge acquired on GHRM were through handbills and inscriptions on strategic places within the hotel complex. However, most of the staff lacked the required green skills, competencies, behaviors, attitudes, ethics, knowledge, education, and abilities to put into practice what is written on the handbills. To implement GHRM among employees in the Nigeria hotel industry, employees should constantly be trained and retrained in application of green practices.

It will enable employees to become knowledgeable on how to practically get involved in the implementation of GHRM, and not just merely reading it on paper.

The study outcome can therefore provide assistance for human resource executives, managers, practitioners, and organizational leaders in the hotel industry, on the approach to take towards the greening of its employees. Green training and development will help to improve its green human capital scorecard. (Osolase, 2022).

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