

Environmentally sustainable practices in the hospitality industry: Does green recruitment increase employees' pro-environmental behaviour?

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Abstract: Employees' pro-environmental behaviour is a solution area for concern in the hospitality industry for addressing environmental issues. The goal of this study is to assess how employees' pro-environmental behavior has a direct relationship with green recruitment in tackling and reducing carbon emissions in the workplace. A quantitative research design was employed using survey primary data. Primary data collected from certified Five Star hotels in Lagos State, Nigeria and analyzed by Structural equation modeling and Partial least square. The research findings established a significant direct and strong relationship between green recruitment and employees' pro-environmental behavior within the ten five-star hotels in Lagos State, Nigeria. This study adhered recommendations and directions for future research within the available limitations. The findings from this study will be useful for the hospitality industry for Nigeria and in a different geographical area.

Keywords: green recruitment, carbon emissions, employees' pro-environmental behaviour, waste minimization, eco-civic engagement, eco-helping behaviour

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1. Introduction

The behavioural patterns of individuals are complex and produce diverse results that could be classified into dual resultant effects (productive or destructive) on both the individuals and the environment at large (Ramanathan, 2018). The insatiable quest of humans in the journey of evolution and growth could be productive and counter-productive within that environment (Fatoki, 2019; Idoko & Kasim, 2019). As a result, humans consume 1.7 times the amount of resources and generate double the amount of trash that the planet can replenish and absorb (Brugger, Kaiser & Roczen, 2015). Humans are using tomorrow's resources in order to meet today's requirements (Global Footprint Network, 2017).

These could be seen at a global scale where in the last decade, global pollution has spiked by almost 48%, energy and water Resource Conservation cumulatively have plummeted by over 60% compared to what was obtainable

decades ago. Waste prevention has not scratched its anticipated objective, especially in Less Developed Countries [LDCs] (United Nations, 2019). Nigeria is known to have the largest landfill in Africa, with its location in Lagos, Port-Harcourt and Ibadan, which has been a major issue for the environment. Even though Nigeria has more water [with 250 cubic meters] than other African countries, including South Africa [with 25 cubic meters], only 19% of Nigerians have access to safe drinking water due to the pollution leading to environmental degradation.

Human behaviours need a complete change to avert environmental disaster. This could be done by implementing mechanisms that individuals and organisations could adopt to reduce the destructive environmental activities that impact the ecosystem. One of those mechanisms includes the involvement of employees in pro-environmental behaviour (PEB), which includes resource Resource Conservation (water and energy), eco-civic engagement (pollution

prevention), waste minimisation (recycling), eco-helping behaviour and eco-initiatives. In addition, Kollmuss and Agyeman (2002) defined employees' pro-environmental behaviour as behaviours of employees with the intention of reducing negative impact (waste pollution and resource depreciation) on the environment.

Employees are willing to participate in environmental sustainability when they see their bosses actively involved, even if it is as simple as turning off lights and using less paper (Jiang, Wang & Li, 2019). That shows that the practices are embedded in the organisation's daily operations (organisational culture) (Osibanjo, Adeniji, Salau, Falola, Atolagbe & Ojebola, 2020). Hence there is a need to incorporate Green Recruitment in the culture of the organization to influence employees' pro-environmental behaviour (recycling and renewable energy) in the workplace, with Green signifying growth, harmony, freshness and safety. Recruitment simply means the effective choosing of the right applicant to help the organisation gain competitive advantage (Dumont, Shen & Deng, 2017).

As a result of the consumption of fuels and energy in Nigeria, hotels contribute 2% to the 5% of global greenhouse gas emissions (Chan, Hon, Okumus & Chan, 2017). It has also been estimated in Nigeria that there is a 0.65-0.95kg/day of waste generated, leading to 42 million tonnes of waste generated yearly, which can be directly attributed to excessive resource use, causing unsustainable running costs. These costs may have a considerable impact on the incentives required to inspire individuals to improve their pro-environmental behavior on the job (Jiang, Wang & Li, 2019). Additionally, Gaurav (2019) discovered that employees' disengagement with pro-environmental behaviors in the hotel business might be explained by a lack of emotional connection to environmental sustainability challenges. This has resulted in organizations always battling to

overcome apathy and instill a feeling of urgency in their employees to make environmentally friendly workplace decisions (Fatoki, 2019). Therefore, the purpose of this study is to examine the influence of green recruitment on employees' pro-environmental behavior to solve SDG 12.6 (green policies) in the hospitality industry in Lagos State, Nigeria.

2. Literature Review

Green Recruitment

The primary objective of recruiting and selection is to attract prospective employees and hire them (Alvarado & Toledo, 2017). To fill existing and projected job openings, the recruitment process seeks to identify and motivate qualified candidates to apply; as a result, the recruitment process has an effect on the quantity and diversity of candidates for a particular vacancy (Fayyazi, Shahbazmoradib, Afsharc, & Shahbazmoradic, 2015); in fact, attracting high-quality employees is critical for businesses seeking to achieve specific performance goals. The selection process is designed to identify the most qualified candidate from a pool of candidates (Jabbour & Jabbour, 2016).

To create and maintain a green workplace, a firm must recruit and hire individuals who share a commitment to environmental stewardship (Renwick et al., 2016). The right number and quality of resources are critical to the success of any organization, and controlling available resources for the environment ensures that environmental sustainability is practiced smoothly (Bowen, Kuralbayeva & Tipoe 2018). However, as a result of the growing need for environmental protection and preservation programs, businesses are constantly on the lookout for employees with green values who can contribute to the development of an environmentally conscious workforce through methods such as E-recruitment (Electronic

Recruitment) (Renwick et al., 2016; Bowen, Kuralbayeva & Tipoe 2018).

It has been commonly observed that employers seek out green staff (Bowen et al., 2018), but that applicants seek out greener employers as well (Bowen et al., 2018). (Dagiliute, Liobikiene & Minelgaite, 2018). People pick companies with a green culture and principles at work because they believe they will have job stability, greater career possibilities, and long-term sustainability. Nonetheless, it is the responsibility of organizations to attract and retain qualified applicants by emphasizing environmental values in their marketing (Gast, Gundolf, & Cesinger, 2017), giving special consideration to required potential talents with green values (Kim, 2019). Additionally, it will assist businesses in becoming environmental champions by establishing a green talent brand image (Chaudhary, 2018; Wehrmeyer, 2017).

Employees' Pro-environmental Behaviour

Pro-environmental behavior can be defined broadly as acts that contribute to environmental resource conservation, or human activity that aims to safeguard natural resources or at the very least mitigate environmental degradation (Bashirun, Samudin, Zolkapli & Badrolhisam, 2019). However, when it comes to the workplace, management scholars often examine pro-environmental behavior in a broader context. Thus, pro-environmental behavior at work encompasses a diverse spectrum of employee activities and behaviors that support and contribute to the organization's plan for the protection of the environment and its natural resources (Ones, Wiernik, Dilchert & Klein, 2017; Bashirun et al., 2019). Additionally, Ramus and Steger (2000) use the term eco-initiatives in place of the term pro-environmental behavior to refer to actions made by employees to improve the organization's environmental performance.

Kollmuss and Agyeman (2002) defined pro-environmental behavior as "prudent behavior that strives to reduce adverse effects on the environment" (Boiral, Talbot & Paille, 2015; Owino & Kwasira, 2016; Ragas et al., 2017). Furthermore, Ramus and Killmer (2007) define one of their dependent variables, corporate greening behaviors, as the process through which an organization's practices are changed to be more environmentally friendly (Boiral et al., 2015; Ullah, 2017; Richards, 2018). Additionally, Chawla (2019) utilized the phrase "green employee" in her research, describing a green employee as someone who has an environmental identity, an inherent purpose to protect the environment through employment, and strives for consistency in their environmental behaviors at home and at work.

Prior research has also proven that environmental behavior has increased over time in lockstep with growing interest in environmental issues, but there is still a dearth of efforts to explain the concepts (Temminck et al., 2015; Richards, 2018). In summary, pro-environmental behavior encompasses a broad range of behaviors. Ones and Dilchert's (2012) study provided one of the most in-depth understandings of pro-environmental behavior in organizational contexts (Soon-Yew, Ju, Kamarudin, Ramayah, & Azizan, 2017; Bashirun, Samudin, Zolkapli & Badrolhisam, 2019). According to Ones and Dilchert (2012), environmental behaviors refer to scalable acts and behaviors that employees engage in that are related to and contribute to environmental sustainability (Tüzün, etin, & Basim, 2018; Bashirun et al., 2019).

3. Methodology

The contribution of the hospitality industry [hotels] to the country's Gross Domestic Product [GDP] has largely given an increase in the country's employment creation (Nigerian Bureau of Statistics, 2018). As listed in the Nigerian Tourism Development Corporation

(2020) the targeted population comprising of ten 5-star hotels in Lagos State, Nigeria. Also, the reason for selecting 5-star hotels in this study is as a result of its influential strength and goodwill in showing the right example alongside passing the knowledge of green human resource management in ensuring the pro-environmental behaviours of employees' are in order to achieve environmental sustainability. The hospitality industry cuts across all other category of hotel (1-star to 5-star hotels) in Lagos State, Nigeria but the most effective and highly placed prestigious hotels that would appeal to the international market in passing the message and knowledge on environmental sustainability is the 5-star hotels in Lagos State. In addition, Lagos state being the commercial hub of Nigeria with the highest concentration of customer base for green hotels.

This research made use of quantitative research method. The quantitative survey research design would be utilized in this research. The purpose for accepting the descriptive research design is because there are many variables to be measured at the point in time. In addition, the research used a structured questionnaire to gather valuable information from the large pool of respondents. The population comprised of all the employees' (lower, middle, top management employees') and the human resource department in the ten (10) 5-star hotels in Lagos State, Nigeria. The population from the prospectus of the 5-star

hotels in Lagos State, Nigeria is known to be 8805.

The sample size for senior and employees is 623 as recommended on using Bartlett, Kotrlik and Higgins and Taherdoost (2017) Sample Size Determinant Table. The enquiries in the questionnaire are clearly structured in order to certify that it takes respondents not less than five minutes to respond. Descriptive and statistical examinations were used to investigate and analyze the data gathered. A quantitative research design was employed using survey primary data. Primary data collected from certified Five Star hotels in Lagos State, Nigeria and analyzed by Structural equation modeling and Partial least square and statistical package for social sciences (SPSS) version 26.

4. Data Presentation and Analysis

The unit of analysis in this study was the staff of the selected Five Star Hotels in Lagos state. Each hotel has unique sets of green recruitment and employees' pro-environmental behaviour. 623 responders received copies of a structured questionnaire. Following follow-ups, 553 questionnaires were obtained and determined to be usable for analysis. This represented an 89 percent response rate, which is significant enough to establish a baseline and is valid for drawing conclusions about the relationship between the variables in the study problem. The response rate to the questionnaire administered was as presented in Table 1.

Table 1: Respondents' Response Rate

Sample Size	Number	Percentage
Correctly filled and Returned	553	89%
Not Returned and not completely filled	70	11%
Total	623	100%

Source: Researcher's Field Results, 2021

Table 2 shows the demographic characteristics of the **staff** in the selected ten (10) Five Star Hotels in Lagos state. Five-star hotels offer their guests the ultimate in luxury with personalized services, a diverse selection of amenities, and

sophisticated accommodations. The tables presented represent the descriptive statistics on the classification of responses on demographic characteristics of respondents. Table 2

Table 2: shows the demographic characteristics of the staff in the ten Five Star Hotel

		Frequency	Percent
Gender	Male	336	60.8
	Female	217	39.2
	Total	553	100
Age	18-30	230	41.6
	31-40	261	47.2
	41-50	21	3.8
	51 and above	41	7.4
	Total	553	100
Marital status	Single	305	55.2
	Married	248	44.8
	Total	553	100
Highest Educational Qualification	SSCE	16	2.9
	OND/HND	237	42.9
	B.sc	252	45.6
	Masters	47	8.5
	Others (ACIPM)	1	0.2
	Total	553	100
work experience	0-5 years	26	4.7
	6-10 years	389	70.3
	11-15 years	123	22.2
	16-20 years	15	2.8
	Total	553	100
Departments	Housekeeping	57	10.3
	Food and Beverage	82	14.8
	Maintenance	97	17.5
	Front Desk	47	8.5
	Accounting	90	16.3
	Marketing	68	12.3
	Administration (HR)	54	9.8
	Purchasing	58	10.5
	Total	553	100

Source: Researcher's Field Results, 2021

The first section shows the gender distribution of respondents, A total of 336 (60.8%) male respondents and 217 (39.2%) female respondents were sampled in the study. The table shows the gender distribution of each hotel within the total sample. The second section shows the age, were out of the 553 total respondents, 230 (41.6%) respondents were between 18-30 years, 261 (47.2%) respondents were within the age group of 31-40, 21 (3.8%) of them were within the age group of 41-50 years, while 41 (7.4%) respondents were above

51 years old. The third section shows the marital status, were out of the 553 total respondents, 305 (55.2%) respondents were single, and 248 (44.8%) respondents were married. The fourth section shows the highest educational qualification, were out of the 553 total respondents, 16 (2.9%) respondents have SSCE, 237 (42.9%) respondents have Diplomas' degree, 252 (45.6%) respondents have Bachelors' degree, and 47 (8.5%) respondents have Masters' degree. In contrast, 1 (0.2%)

respondents were others with Doctorate and professional certifications.

The fifth section shows the work experience, were out of the 553 total respondents, 26 (4.7%) respondents have between 0-5 years of work experience; 389 (70.3%) respondents have less than 11years of work experience. In contrast, 123 (22.2%) respondents have 11-20years of work experience, and 15 (2.6%) respondents have worked for the selected Five Star Hotels in

Lagos state Nigeria for 20 years and above. The sixth section shows the work experience, were out of the 553 total respondents, Housekeeping 57 (10.3%), Food and Beverage 82 (14.8%), Maintenance 97 (17.5%), Front Office 47 (8.5%), Accounting 90 (16.3%), Marketing 68 (12.3%), Administration 54 (9.8%) and Purchasing 58 (10.5%). This implies that majority of the respondents are educated and experienced meaning that their responses can be relied on.

Descriptive Statistics

Table 3: Green Recruitment

s/n	Items	Frequency and Percentage					Total	Mean	SD
		SA	A	U	D	SD			
1	I am interested in performing the environmental sustainability initiatives [recycling] in the hotel.	304 (55.0%)	233 (42.1%)	8 (1.4%)	6 (1.1%)	2 (0.4%)	553 (100%)	4.52	.846
2	The hotel prefers to hire employees who have environmental awareness.	267 (48.3)	250 (45.2%)	6 (1.1%)	24 (4.3%)	6 (1.1%)	553 (100%)	4.17	.740
3	The applicants send their application through Email.	217 (39.2%)	324 (58.6%)	12 (2.2%)	0 (0%)	0 (0%)	553 (100%)	4.34	.827
4	The recruitment process for the hotel is easier than most hotels.	313 (56.7%)	213 (38.5%)	8 (1.4%)	15 (2.7)	4 (0.7%)	553 (100%)	4.54	.801
5	The HR performs their duty effectively by ensuring we are taken care of in order to perform our duties well.	110 (19.9%)	352 (63.6%)	72 (13.0%)	13 (2.4%)	6 (1.1%)	553 (100%)	3.93	.900
Average Means Score							4.300	.900	
Decision (4.300) = Extremely Satisfied									

Table 3. indicated how green recruitment influences employees’ pro-environmental behaviour (i.e. employees’ need for resource conservation, employees’ eco-civic engagement, employees’ need for waste minimization, employees’ eco-helping behaviour and employees’ eco-initiatives) of selected hotel in reference to **Green recruitment**. From the table above, it was revealed that 304(55.0%) and 233(42.1%) of the respondents strongly agreed and agreed that they are interested in performing the environmental sustainability initiatives [recycling] in the hotel. While 2(0.4%) and 6(1.1%) of the respondents strongly disagreed and disagree with the statement respectively, only 8(1.4%) were undecided. This suggests that

majority of the respondents’ which consist of 537(97.1%) shows their interested in the environmental sustainability initiatives [recycling].

However, 267 (48.3%) and 250 (45.2%) of the respondents strongly agree and agreed to the statement that the selected hotels prefer to hire employees who have environmental awareness employee but 6(1.1%) and 24(4.3%) strongly disagree and disagree with the statement, 6(1.6) of the respondents were undecided. This implies that majority of the respondents’ which consist of 517(93.5%) strongly emphasized on the importance of environmental awareness.

Meanwhile, 217(39.2%) and 324(58.6%) of the respondents strongly agree and agree with the opinion that applicants or potential employees often send their application through Email and 12(2.2%) were undecided. This implies that majority of the respondents strongly agree and agree with that applications are sent via electronic means.

Moreover, 313(56.7%) and 213(38.5%) of the respondents strongly agree and agree with the statement that recruitment process for the hotels is easier. While, 4(0.7%) and 15(2.7%) strongly disagree and disagree with the statement respectively and 8(1.4%) were undecided. This implies that majority of the respondents strongly agree and agree with the ease of use of the recruitment process.

In addition, 110(19.9%) and 352(63.6%) of the respondents strongly agree and agreed to the statement that the HR managers performs their duty effectively by ensuring they are taken care of in order to perform their duties well. But 6(1.1%) and 13(2.4%) strongly disagree and disagree with the statement, 72(13.0%) of the respondents were undecided. This implies that majority of the respondents' which consist of 462(83.5%) strongly believe or agree with the statement that HR performs their duty effectively and ensures they are taken care of to perform our duties well..

Testing for Hypothesis

H₀: Green recruitment does not affect the employees' pro-environmental behaviour.

H₁: Green recruitment affects employees' pro-environmental behaviour.

The hypothesis has one exogenous variable (green recruitment) and one endogenous variable (employees' pro-environmental behaviour [i.e. employees' need for resource conservation, employees' eco-civic engagement, employees' need for waste minimization, employees' eco-helping behaviour and employees' eco-initiatives]. The specific standard for evaluating the structural model as shown in Figures 1 is the path coefficient (β value the predictive power of the model and the Goodness-of-Fit (GOF) index. All the research variables have been measured using a structured questionnaire with a five Likert scale.

The green recruitment, which is the latent variable, was measured with five (5) items. In comparison, employees' pro-environmental behaviour (i.e. employees' need for resource conservation, employees' eco-civic engagement, employees' need for waste minimization, employees' eco-helping behaviour and employees' eco-initiatives) in the selected five star hotels was measured with fourteen (14) items, as shown in Figures 1. The items adapted for measuring green recruitment include environmental initiatives, environmental awareness, hiring environmental friendly candidates, ease of online applications, environmental friendly policies. For this reason, data were analysed at the structural/measurement levels and Hotels level. The use of Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted in this research.

Table 4: Factor Loading for Green recruitment of the five-star hotels

	Factor Loading	Error Variance	Composite Reliability	AVE	Cronbach's Alpha	No. of Indicators
Indicators	> 0.7	< 0.5	≥ 0.8	≥ 0.5	≥ 0.7	
Green Recruitment (GRCM)			0.819	0.555	0.782	5
GRCM1	0.740	0.260				
GRCM2	0.793	0.207				
GRCM3	0.828	0.172				
GRCM4	0.833	0.167				
GRCM5	0.840	0.160				

From Table 4. it can be depicted that all the constructs of the green recruitment and employees' pro-environmental behaviour of the five star hotels have values higher than 0.80 and 0.70, which means that they have composite internal consistency and Cronbach Alpha reliability respectively. The factor loadings for

the construct-specific measures ranged from 0.740 to 0.840. The instrument is deemed reliable and valid since it satisfies the primary condition for degree of fitness. No item had a loading factor less than 0.6, and Figure 1 illustrates the inner structural model's results.



Figure 1: Predictive relevance (Path co-efficient) of Green recruitment and Employees’ pro-environmental behaviour

The path coefficient and bootstrapping of all constructs indicate significant relationships in the analysis at 0.05. The model indicated statistically significant path co-efficient between green recruitment and employees’ need for resource conservation (i.e. $\beta=.681$, $T_{val} = 31.819$, $p=.000$); green recruitment and employees’ eco-civic engagement (i.e. $\beta=.743$, $T_{val} = 22.563$, $p=.000$); green recruitment and employees’ need for waste minimization (i.e. $\beta=.714$, $T_{val} = 23.711$, $p=.000$); green

recruitment and employees’ eco-helping behaviour (i.e. $\beta=.713$, $T_{val} = 18.022$, $p=.000$); green recruitment and employees’ eco-initiatives (i.e. $\beta=.595$, $T_{val} = 17.556$, $p=.000$).

5. Discussion

The result shows that green recruitment contribute more to employees’ eco-civic engagement and employees’ need for waste minimization while employees’ eco-initiatives had the least. All the path coefficients were of practical importance since the significance level is below .05. The result also suggested that ease

of online applications, environmental friendly policies and hiring environmental friendly candidates have the highest indirect beta values among the constructs that best predict employees' pro-environmental behaviours while environmental initiatives and environmental awareness had the least values on the employees' pro-environmental behaviour (i.e. employees' need for resource conservation, employees' eco-civic engagement, employees' need for waste minimization, employees' eco-helping behaviour and employees' eco-initiatives) of the Five star hotels.

The first hypothesis stated that no relationship existed between green recruitment and selection and employees' pro-environmental behaviour. The result after being subjected to statistical test showed that green recruitment and selection played a very important role in employees' pro-environmental behaviour with a level of significance of 0.000, therefore the null hypothesis was rejected. The findings show that there are certain processes to be put in place in order to attain sustainable performance in the business firm.

The process of attracting green candidates for job vacancies and advertisements clearly express specific environmental values (e.g. is a part of the green team). The descriptive findings indicated that the selected Five Star Hotels prefer to recruit employees who have competencies and attitudes to participate in corporate environmental management initiatives. Moreover, the selection criteria in the selected Five Star hotels focus on environmental concern and interest. Findings from the interview session revealed that the selected hotels incorporate environment-related questions during the candidate's interview or evaluation for selection.

Findings from the first hypothesis revealed that all the five-star hotels have their environmental policy framework. The selected hotels require environmentally concerned employees to put set

environmental policies into action. To achieve this, the selected hotels embraced strategies for developing environmentally conscious employees and provided the existing workforce with the necessary environmental protection awareness, education, training, and development. The interview session added that to the findings that recruiting eco-friendly employee is more proactive and less costly than training the existing staff on how to be environmentally conscious. As a result, the hospitality industry must seek out the best green recruitment practices.

In the end, employees are delighted to work in the hotels, which ultimately influence their relationship with the hotel guests. These findings support the works of Garg (2014), who reported that green recruitment could be considered a tool in attracting guests who are concerned about the environment and sustain environmental activities and ensure employee satisfaction. Additionally, Sheopuri and Sheopuri (2015) added that eco-friendly recruit employees help improve guest confidence in hotels, build solid reputations for the hotels, and reduce the environment harmful affection. In that sense, Opatha (2013) also supported that green recruitment helps to develop resourcing strategies through forecasting types and numbers of personnel required to execute the organization's environmental management practices and deciding policies to meet the expected demand for environmental activities. The same author added that environmental management initiatives might require a specific set of skills.

The findings was also in line with a research by Christiansen, B., & Chandan, H.C. (2017) which stated that green human resource management (GHRM) activities in the creation of sustainability are likely to result in minimizing waste, maintaining and sustaining natural resources, thus creating a very resilient connection between CSR, GHRM and sustainable performance. This shows

transparency to the green movement of the company and plays a main role in the passion, facilitation and motivation of employees to captivate greener business practices, this shows that detailed understanding and communication of values, mission and culture of the organization to the employee is of great necessity. It plays an important role in organizational sustainability with specific reference to employees' performance. This also goes to show further that there are many

situations where employees have to make decisions using their process of intuition, irrespective of whether the firm's resources are available or not (Oyewunmi, Oyewunmi, Iyiola & Ojo, 2015). Therefore, the entrepreneur must exhibit strong understanding of the greening processes and culture. It also agreed to the research work of Barakat, Isabella, Boaventura & Mazzon (2016), which stated the importance of the employees' pro-environmental behavior as an indicator of successful work.

6. Conclusion and Recommendation

This study demonstrates that for the hostel sector to achieve ecological sustainability, it is essential to understand how green recruitment influences employees' eco-friendly behaviour, which in turn affects the performance of employees and improves the budget of the hotels. In this sense, the study confirmed that green recruitment strengthens the effective formulation and accomplishment of environmental management by stratifying practices such as selection, performance appraisal, and training with environmental objectives. Interestingly, the Five Stars Hotels have several practices and advantages through the application of green recruitment. These include maximization of profitability, reducing waste, recycling and reusing materials, enhancing the property image, attracting and retaining customers interested in environmental conservation. Furthermore, according to Alipour, Safaeimanesh, & Soosan (2019), hotels that applied Green recruitment practices enjoy more incredible benefits than those that do not perform these practices. Nonetheless, there are many benefits generated based on Green recruitment implementation for hotels as well as for employees.

The study however recommends the following:

1. Hotel managers should grasp and expand the extent and depth of GHRM activities such as green recruitment in order for enterprises to achieve more sustainable environmental performance than ever before.
2. Managers of five-star hotels should examine the number of green incidents, usage of environmental responsibility, and successful communication of environmental policy within their scope of operations before setting green targets, goals, and duties for their sections, divisions, or departments.
3. For the hospitality industry to reduce greenhouse gases, they need to put in place ways to save water, energy and reduce waste.

Water

- a. The use of water meter is necessarily in knowing the amount of water been consumed.
- b. Putting aerators on taps to reduce the water pressure and in turn the water.
- c. Recycling loop for water (to be reused for watering and flushing toilets). That would save 45 million litres of water enough for 60,000 people for a year for 1 property.

Energy

- a. It can be done by fixing heat pumps for both air conditioners and pools
- b. The use of solar pv on the drive way or car park. This could save a lot of money on electricity every year after the first installation.

Waste Reduction

- a. In other to reduce waste by 78% in the hotel from going to landfills, the hotel could produce 13 tons composite on site every month.
- b. The creation of separation centers at cooking stations to sort waste by putting coloured bins, buckets for organics.
- c. Having posters and talks to communicate the reason for the new process introduced in managing waste.
- d. Measuring accurately the amount of waste going to the landfill and looking for ways to reduce waste once more.

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