

Green Human Resource Management and Empowerment Potentials in Enhancing Employee Retention in the Hotel Industry

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Abstract

This paper aimed to investigate employee retention rates in the hotel sector by evaluating the impact of green human resource practices—namely green self-efficacy (GSE), employee green relation (EGR), green performance appraisal (GPA)—on employee retention and employee empowerment (EE) as a mediator. A structured questionnaire involving 460 questions was administered to participants. The data was collected from operational level hotel employees with at least a year of working experience in a green-practicing hotel in Nigeria. SPSS23 was used to code the data, and PLS-SEM 3.0 was used to analyse it. GSE, EGR, and EE, except for GPA, have positive and significant effects on employee retention. GSE, EGR, and EE, except for GPA, have positive and significant effects on employee retention. In addition, with the exception of EGR, employee EE mediates the effects of all other aforementioned variables. This study makes a significant contribution by introducing GSE as a critical variable that can improve employee retention in the hotel industry.

Keywords: Green Human Resource Management, Hotel Industry, Green Self-Efficacy, Green Performance Appraisal, Employee Green Relations, PLS-SEM

Introduction

Staff turnover has become a global concern in the hotel industry, with many businesses struggling to retain qualified employees (Jaworski et al., 2018 & Tang et al., 2015). Likewise, Gupta and Shaheen (2017), and Ohunakin et al (2018), denoted that human capital retention proved complex following 21st-century organisational competitiveness. Azeez (2017) also affirmed that professional staff turnover gravely concerned managers and administrators at

all times following high replacement costs and low productivity. Following multiple studies, the hotel sector reflected the highest staff turnover (Davidson & Wang, 2011; Moshin, Lengler & Kumar, 2013; Pearlman & Schaffer, 2013).

Over the years, high turnover statistics in the hotel industry have been reported in various countries. In Istanbul, for example, the hotel employee turnover rate in 2013 was 21.9% (Emiroğlu et al., 2015). Furthermore, the National Restaurant Association reported a 66.3% overall turnover rate in 2014, while the rate in Bangkok was 27.6% (Chen, et al., 2014; Tongchaiprasit & Ariyabuddhipongs, 2016). In Malaysian hotels, staff turnover indicated an annual average of 66% (Kalidass & Bahron, 2015) while the Australian hotel sector highlighted a 48.64% turnover rate (Akgunduz & Sanli, 2017). The annual turnover rate of hotel and motel workers in the United States is also reported to be 73.8% (Bureau of Labor Statistics, 2018).

According to data compiled by the Human Resources Growth and Training Centre Tourism Association in China, the total turnover rate of Chinese hotel employees was 3.34 % per month in 2016. (Yao, Qiu & Wei, 2019). Similarly, Nigeria's National Bureau of Statistics (NBS) reported in 2016 that the country's hospitality industry had a turnover rate of more than 70%, while other private-sector jobs had a turnover rate of only 46%. As a result, empirical research by Ohunakin et al. (2016) has found that employee turnover and real turnover have emerged as the most pressing issues for the economy, researchers, and practitioners in the hospitality industry. Recent research done by Bello & Bello, (2021) also reveals high employee turnover in the hotel industry in Nigeria.

Moreover, from past studies, staff turnover costs potentially ranged between 50% and 200% of workers' annual wages based on work type and level (World at Work, 2012). In recent reports, high staff turnover has become a global phenomenon averaging between 200 % and 300 % annually (Guzel et al., 2007; Narkhede, 2014; Bello & Bello, 2021). Past studies also highlighted that turnover costs one-third of a new worker's annual salary for staff substitution following hotel sector attrition (Twum, 2015; Lockyer, 2007). It was denoted that high intentional turnover rates that compromised service-oriented companies were essentially due to low work satisfaction and commitment (Yan, Mansor, Chong & Abdullah, 2021; Zeffane & Bani Melhem, 2017) and high work stress and mental burnout (Dishop, Green, Torres & Aarons, 2019; Schiffinger & Braun, 2020).

Despite much ER research in Asia (with several European studies), very few emphasised emerging nations (Singh, et al., 2010; Akter, 2012; Bal, et al., 2014). Additionally, most human resource management (HRM)-oriented studies on Bangladesh, Malaysia, Thailand, India, and Pakistan (Abdullah, et al., 2009; Thite, Russel, 2010; Mahmud, Idrish, 2011; Hassan, et al., 2013; Tangthong, 2014) regarding HRM implementation impacts on ER generally encompassed banking, hospitality, tourism, retail, information technology (IT), and telecommunications industries (Mensah, 2010; Chalkiti & Sigala, 2010; Reddy & Chandra, 2011; Janjua & Gulzar, 2014; Janani, 2014). Notwithstanding, ER remained a grave concern, specifically in hospitality (Zahoor & Ijaz, 2015). Despite the presence of established companies for active ER and employee demand fulfillment (Mita, 2014), staff and productivity commitment and retention issues proved challenging in future workplace management (staff engagement complexities, organisational transformation approaches, and professional talent competition) (Nyamekye, 2012). In other words, competent ER substantially implied an

organisational management intricacy. Retention enhancement was highly regarded to lower substitution, employment, and training costs (Khalid & Nawa, 2018). Company leaders are currently aware that worker substitution costs more than retention (Guilding et al., 2014).

Babalola & Oluwatoyin, (2014) explained the reasons for turnover in Nigeria hotels that hospitality-oriented work opportunities were commonly observed as menial duties that merely involved cleaning, cooking, and serving. Insufficient reputable employment in the aforementioned sector potentially led to minimum wages following low work position-oriented competition. Thus, educationally qualified employees in the hospitality sector are often compelled to choose employment among oil and gas, banking, and other affluent service sectors (Babalola & Oluwatoyin, 2014). Although staff contact within an organisation generated a social milieu that facilitated positive rapport (Ogunyemi & Nwosu, 2013), poor work connections negatively reinforced the employer-employee link in the Nigerian hotel sector (Nwosu, 2016; Ojeme, 2015).

Contrarily, specific research asserted that green HR potentially minimised staff turnover with conducive (as observed by employees) HR implementations in companies (high salary and reimbursements, work autonomy, and safety) (Olaimat & Bassam, 2017; Slattery, 2005). Perceivably, environmental policies involving recruitment, training, development, performance management, and compensation influenced worker participation in practical environmental protection practices (Renwick et al., 2008; Bombiak & Marciniuk-Kluska, 2018) and potentially elevated job efficiency and execution. In this vein, green human resource management (GHRM) implied a connection between company image and long-term environmental goals in sustainable HRM (Zhao, Liu & Sun, 2020) with substantial influence on the advent of conducive organisational practices (Bombiak & Anna Marciniuk-Kluska, 2018).

Attempts to incorporate different GHRM implementations into lower-level ER were evident (operational level staff) among chosen Nigerian hotels following high hotel staff turnover and retention complexities. Despite increased literary awareness of global sustainable implementations in organisations, research on less-developed nations (Nigeria) remained lacking (Muazu, 2017). As a result, the purpose of this study is to re-examine how GHRM mechanisms are used in Nigerian hotels to boost employee retention. All variables in this study were mediated by employee empowerment. Empowerment, as a key element in employee retention plays a crucial role in this context. Empowering employees through involvement in decision-making, giving them autonomy and providing opportunities for growth can create a more motivated and loyal workforce. When employees are actively involved in green initiatives and given responsibility for sustainable practices, they are likely to feel a deeper connection to the organization. This is the first time green self-efficacy (GSE) has been used as a variable to improve employee retention in the hotel industry, and it has never been published before.

Literature Review

Employee Retention

Essentially, retention implied “a process where employees are encouraged to stay with the organisation for the maximum period or until the goals are fulfilled” (Singh & Dixit, 2011).

From an organisational perspective, the fundamentals of ER approaches and implementations encompassed two main objectives: to reduce staff turnover, recruitment and training costs, and new staff orientation (Iqbal & Hashmi, 2015). As such, the primary ER goal facilitated organisations to retain skilled workers for high productivity and service delivery. Employee turnover was classified into three components: intentional turnover and unintentional layoffs (dismissals and other departures encompassing retirement and death). Intentional turnover occurs when workers willingly left the organisation (Hom et. al., 2012).

Das and Buruah (2013), Stein (2000), Clarke (2001), and Parker and Wright (2001) proposed that companies must consider various HRM elements to enhance ER and commitment. Additionally, GHRM policy implications proved essential in enhancing ER, work satisfaction, self-esteem, and positive organisational attitude (Ann, 2017; Chow et al., 2007). Regardless, dissatisfied staff in a company induced adverse work attitudes that potentially resulted in low employee morale and high staff turnover.

Green Human Resources Management

Green business implementations specified relevant business projects that strived to minimise environmental impacts and optimise financial conservation (Chukwuka, 2016), such as reduced raw material usage, energy, natural resources, and water for minimal waste production and optimal cost-effective business operation. As GHRM proved necessary in successful organisational greening (Arag on-Correa et al., 2013; Cantor et al., 2012), green practices could complement green-based market anticipations by expanding “waste reduction” (through lean manufacturing) to minimise waste, pollution, raw material utilisation, and energy consumption (Abualfaraa et al., 2020).

Environmentally responsible practices have piqued the interest of practitioners and academics around the world. Although the tourism and hospitality sector encompassed restaurants, resorts, hotels, transportation, airline catering, and entertainment establishments, the hotel sector was selected following rapid growth as one of the most environmentally damaging industries (Yusoff, Nejadi, Kee, Amran, 2018 & Islam et al., 2020).

Theory Building

Organizational support theory (OST) is used in this study, which was first proposed by Eisenberger et al. in a 1986 study. Employees' affective commitment to organizations, according to the theory, can motivate them to contribute positively to the company and help it achieve its goals. Employees are more likely to stay committed if managers show appreciation for employee engagement, according to OST (Eisenberger, Huntington & Sowa, 1986).

OST is divided into three categories: fairness, rewards, and favorable working conditions, as well as supervisor support. Fairness refers to the use of fair practices during performance appraisals and the provision of avenues for employees to express their concerns, all of which contribute to a positive working relationship between operational staff supervisors and managers. Employee relations that enhance empowerment and provide opportunities for growth and promotion are referred to as conducive conditions.

Finally, supervisor support refers to how much employees believe upper-level management cares about them and how it improves employee self-efficacy. Employees are more likely to participate in green initiatives if they believe they will receive support and benefits as a result of doing so (Alt & Spitzbeck, 2016; Paillé & Nhat et al., 2019). Although specific OST-based research in hospitality has been conducted (Gordon et al., 2019; Kim et al., 2020; Qi et al., 2019; Cheng & Yi, 2018), few studies on GHRM effects involving hotel ER have been conducted. As a result, the effects of GHRM on ER were investigated in this study (EGR, GPA, and EE) as well as the contribution of GSE. All of the aforementioned variables were crucial in OST towards ER (Paul & Hung, 2018).

Hypothesis Development

There is a Positive Effect of Green Self-Efficacy and Employee Retention

Self-efficacy denotes individuals' belief in the capacity to seek employment and attain high-performance levels (Bandura, 1993). Employees with high self-efficacy tended to perform well, remained concentrated on specific aims (Bandura, 1986), and demonstrated higher dedication and ER (Stajkovic & Luthans, 1998). Given the scarcity of GHRM-oriented literature GSE towards hotel ER, the gap fulfillment in this study denoted an empirical contribution to HRM studies.

We hypothesized that *EGR* is positively related to employee retention based on the discussion above, and we recommend the hypothesis below:

H1a: There is a positive effect between EGR and ER

There is a Positive Effect between Green Performance Appraisal and Employee Retention

GPA is concerned with assessing workers' performance within the operating system of an organisation (Jabbour et al., 2008 & Guiyao et al., 2017). Aspects of GPA might include providing feedback and balancing measurements (Jackson et al., 2011; Zibbaras & Coan, 2015), however, research has suggested that these techniques lack effectiveness (Guiyao et al., 2017; Marcus & Fremeth, 2009). In addition, employees must be tested for their success per the hotel's green goals. Here, green performance indicators must involve establishing a collection of green measures in performance reviews for stakeholders. Following past studies, GPA is yet to predict retention from the Nigeria hotel sector perspective.

We hypothesized that *GPA* is positively related to employee retention based on the discussion above, and we recommend the hypothesis below:

H1b: There is positive effect between GPA and ER

There is a Positive Effect between Employee Green Relations and Employee Retention

Engaging in EGR could involve planning orientation programmes that help to integrate new employees into a culture of green consciousness (Ullah, 2017). Deepika and Karpagam (2016) emphasise that employees' contributions towards green initiatives will likely increase the effectiveness of green management practices. Therefore, organisations should deem it important to cultivate an environment that encourages employees to support green initiatives through intentional actions and decisions. Although EGR proved vital in enhancing

hotel ER following past research, the element is yet to be employed for retention prediction from the Nigerian hotel perspective.

We hypothesized that *EGR* is positively related to employee retention based on the discussion above, and we recommend the hypothesis below:

H1c: There is a positive effect between EGR and ER

There is a Positive Effect between Employee Empowerment and Employee Relation

Staff empowerment potentially elevated organisational team productivity as empowered workers seemed more creative, collaborative, and useful following company acknowledgment and appreciation (Kreisman, 2002). Additionally, it was empirically recommended that workers proved necessary to benefit company economic performance (Mendes & Stander, 2011). Empowerment enhanced staff involvement and interest in organisational success (Sharma et al., 2018). Hartline and Witt (2004) revealed that employees with high company loyalty could attain improved outcomes and organisational stress management for long-term ER.

We hypothesized that *EE* is positively related to employee retention based on the discussion above, and we recommend the hypothesis below:

H2: There is a positive effect between EE and ER

Employee Empowerment as a Mediator in the Relationship between Independent and Dependent Variables

Employee empowerment enabled pertinent decision-making within the area of expertise and duty that established specific objectives and solved certain issues. Workers who were authorised to make personal decisions could rapidly ascertain and resolve harmful company (operational) processes (Samuel et al., 2019). Most employees acknowledged that personal empowerment could undoubtedly catalyse effectiveness, production, personal thought, self-control, and problem-solving capacities (Renwick, 2008; Shoeb, 2015).

Following the preceding discussion, the following hypotheses are developed:

H3a: The EE mediates GSE and ER

H3b: The EE mediates GPA and ER

H3c: The EE mediates EGR and ER

Research Framework

The current study framework illustrates the relationship between selected GHRM independent, mediating, and dependent variables (ER) (see Figure 1). The study framework was created in response to identified gaps in the literature, scientific evidence, and theoretical considerations in understanding the ER indicators in Nigerian hotels. The framework outlined the ER position and subsequent indicators in detail. Empowerment was also used to mediate the relationship between exogenous and endogenous variables. The variables in this study were derived from theoretical and scientific evidence. Furthermore, the framework was linked to GHRM variables. Meanwhile, GSE was added to the retention elements as a contribution to this study.

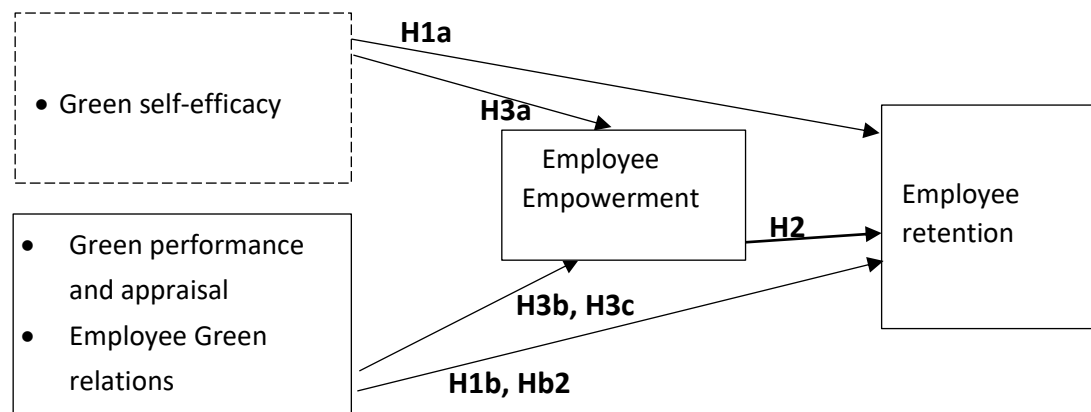


Figure 1: Research framework

Respondent Demographics Profile

Males accounted for the majority of respondents (282, or 65.6 percent), while females accounted for 148. (34.4%). The following was the age breakdown in the hotel: 18 to 20 years old (9.1%), 21 to 30 years old (109.3%), 31 to 40 years old (202.7%), 41 to 50 years old (82.19.1%), and 51 and up years old (82.19.1%). (28, 6.5%). With 49.3% of employees quitting, those with 1-2 years of experience were the most likely. The number of people with a National Diploma (ND/NCE) was higher than the average. 184 (42.8%) had an HND, 160 (37.2%) had a BSc, and 62 (14.4%) had an MSc. Finally, 147 employees (34.2%) were paid between ₦31,000 and ₦50,000 per month, while 66 (15.3%) were paid between ₦51,000 and ₦75,000 per month.

Table1

Respondent Demographics Profile

Demographics Profile	N	%
Respondent Type		
Operational-level Staff	430	100
Gender		
Male	282	65.6
Female	148	34.4
Age		
18 - 20 years	9	2.1
21 - 30 years	202	47.0
31 - 40 years	109	25.0
41 - 50 years	82	19.1
51 years & above	28	6.5
Marital status		
Single	259	60.2
Married	127	29.5
Divorced	31	7.2
Others	13	3.0
Education		
SSCE	24	5.6

OND/NCE	184	42.8
Hnd/BSc	160	37.2
Msc	62	14.4
Experience		
Under 1 year	4	.9
1 - 2 years	212	49.3
3 - 4 years	111	25.8
5 - 6 years	48	11.2
6 years & above	55	12.8
Salary		
₦10,000 - #30,000	38	8.8
₦31,000 - #50,000	147	34.2
₦51,000 - #70,000	66	15.3
₦71,000 - #90,000	52	12.1
₦91,000 - #110,000	33	7.7
₦111,000 - #130,000	38	8.8
₦131,000 - #150,000	29	6.7
₦151,000 - #170,000	13	3.0
₦171,000 - #190,000	6	1.4
₦191,000 & above	8	1.9
Nationality		
Nigerian	408	94.9
Non-Nigerian	22	5.1
Department/Staff		
Housekeeping	63	14.7
IT	6	1.4
Concierge	11	2.6
Maintenance	72	16.7
Front Office	31	7.2
Pastry	41	9.5
Quality Assurance	6	1.4
Kitchen	28	6.5
Bar	53	12.3
Restaurant	42	9.8
Laundry (Housekeeping/Laundry)	42	9.8
Room Service	4	.9
Banquet service staff	3	.7
Function staff	7	1.6
Human resource staff	21	4.9

Measurement

The following adapted 25 items were considered in this study: 5 items for GSE((i) I believe we can achieve the environmental concept together. (ii) I am capable of achieving my eco-friendly objectives. (iii) I am confident in my ability to meet my environmental goals, (iv) I am capable of dealing with environmental issues. ,(v) We can work together to find a solution to environmental problems (Chen et al. 2014) ; 6 items for GPA ((i) One of the measures used

in employee performance evaluation is employee achievement in environmental practices, (ii) Management does a good job of evaluating employees' performance after a green training session, (iii) Career advancement opportunities in the hotel will be harmed if any employees fail to contribute to environmental initiatives, (iv) Each employee has a specific objective in terms of environmental performance, (v) My hotel implements an environmental management system and conducts environmental audits, (vi) My hotel uses green criteria to assess or evaluate employee performance based on environmental initiatives (Nejati et al. 2017 & Saeed et al., 2019); 4 items for EGR ((i) Employees are given opportunities to participate in green initiatives by proposing policies and participating in joint consultations to solve environmental issues, (ii) Employees are encouraged to participate in green initiatives by proposing policies and participating in joint consultations to address environmental concerns, (iii) I am permitted to offer my own solutions concerning environmental issues,(iv) Employees are allowed to suggest the way to solve environmental issues (Pham et al. 2019); 5 items for EE ((i)I have the autonomy to correct issues upon occurrence, (ii) Managers encourage me to take initiative in resolving work-related issues, (iii) Dealing with work-related issues does not necessitate management approval, (iv) I am allowed to do my job because I have a good understanding of the situation. (v) My superiors allow me to work without interruption (Idris et al, 2017); 5 items for ER (i) between now and the end of the year, I'm most likely to look for a new job. (ii) I am considering quitting my job, (iii) I am delighted to be working in this establishment, (iv) I made the best decision when it came to pursuing a career in the hotel industry, (v) Other than hotels, I'm not planning to pursue a career (Zopiat et al. 2014 & Ann, 2017).

The authors wrote the questionnaire in English because Nigeria is an English-speaking country. Each item of the GSE, GPA, EGR, EE, and ER variables was measured using a Likert scale ranging from "strongly disagree (1)" to "strongly agree (5)." The reported Cronbach's alpha values for all dimensions were more than 0.8 (Nejati et al., 2017; Saeed et al., 2019; Pham et al., 2019; Idris et al,2017; Chen et al, 2017; Zopiat et al. 2014 & Ann, 2017).

Research Instrument Scale Validation

The study outcome was positive and sufficiently justified all of the research variables, according to Cronbach's value below. Cronbach's alpha was also used to determine a product's internal consistency for a specific construct. All study variables had Cronbach's alpha values greater than 0.60, indicating that the threshold criterion was met (Nunnally, 1978; Nunnally & Bernstein, 1994; DeVellies, 2003). All of the variables had adequate Cronbach's alpha values ranging from 0.604 to 0.878, indicating that there were no ambiguous statements in the study instrument that could have influenced respondent (Hotel Operational level staff) comprehension.

Table2

Research Instrument Scale Validation

No.	Variables	Reliability Statistic	The α Value
2	5	GSE	0.604
6	6	GPA	0.625
8	4	EGR	0.877
10	5	ER	0.765
11	5	EE	0.714

Methodology

The researchers gathered information from hotel employees at the operational level who worked in a Nigerian green hotel. To begin, the researchers drew on a database of hotels that had previously been identified as following green practices. Five hotels in Lagos have been confirmed to have extensive environmental knowledge: Four Point by Sheraton Hotel, Blu Radisson Hotel, Protea Hotel, Eko Hotels & Suites, and Sheraton Hotel. The Ministry of Tourism, Arts and Culture in Abuja has confirmed that two more hotels in Abuja (Hilton Transcorp and Envoy Hotel) are environmentally friendly and responsible. All seven of the hotels listed above were included in this study. This study included all seven of the hotels mentioned above. These hotels' top managers or directors of human resource departments were contacted by the researchers. The study's goals were also mentioned in cover letters sent to various HR managers. Because of the study's uniqueness and peculiarity, the purposive sampling method was used.

Data Analysis

A total of 430 completed and usable questionnaires were collected for this study. The data from the questionnaires was entered into SPSS software as soon as it was collected. Simple frequency distributions and descriptive statistics were used to examine and filter the data. Simple tests were used to identify values that were out of range or incorrectly coded. Simple frequency distributions and descriptive statistics were used to screen and analyse the data. Simple tests were used to determine which values were out of range or incorrectly coded. In addition, for each latent construct, a frequency test was run to detect any incorrect, illegal, or missing responses. There were no missing, incorrect, or illegal values in the data input, on the other hand.

Table 3 displays the result based on the PLS measurement analysis. The result of the PLS measurement analysis is displayed. The factor loading ranged from 0.744 to 0.928 in absolute correlations between the construct and its measuring components, which is higher than the Churchill (1979) and Chin (1979) minimum thresholds (1998). The construct-level reliability was discovered using composite reliability and Cronbach's alpha values in this study. According to the Fornell-Larcker criterion, the square root of AVE scores is greater than the values shown in Table 2. As a result, all latent variables had AVE values greater than 0.5 (or 50%), implying that each construct could explain more than half of the variance for its measurement items on average (Fornell & Larcker, 1981). The reflective constructs measurement model was assessed for measurement model reliability, convergent validity, and discriminant validity.

All loadings exceeded the minimum threshold value of 0.70, according to Cronbach's alpha values of the indicators. The internal consistency of each variable was checked using composite reliability and rho a; the results showed that the values were acceptable. The convergent validity of each construct was determined using AVE.

Table3

Construct Reliability and Validity

Variable Item	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Empowerment		0.927	0.944	0.773
EE1	0.928			
EE2	0.892			
EE3	0.909			
EE4	0.813			
EE5	0.848			
Employee green relation		0.860	0.900	0.693
EGR1	0.867			
EGR2	0.756			
EGR3	0.826			
EGR4	0.876			
Employee Retention		0.858	0.897	0.635
ER1	0.822			
ER2	0.782			
ER3	0.806			
ER4	0.828			
ER5	0.744			
Green Performance Appraisal		0.904	0.924	0.671
GPA1	0.844			
GPA2	0.838			
GPA3	0.858			
GPA4	0.747			
GPA5	0.777			
GPA6	0.844			
Green Self-Efficacy		0.889	0.917	0.689
GSE1	0.895			
GSE2	0.767			
GSE3	0.839			
GSE4	0.808			
GSE5	0.834			

The square root of AVE for any given construct must be greater than the value of inter-correlations between constructs, according to the method. The constructs' convergent validity was determined using the average variance extracted (AVE) method, and all loadings were greater than 0.5. (See Table 3). In this study, the square roots of all constructs' AVE are greater than their corresponding inter-correlations. As a result, the validity and reliability of the measurement model were determined to be adequate.

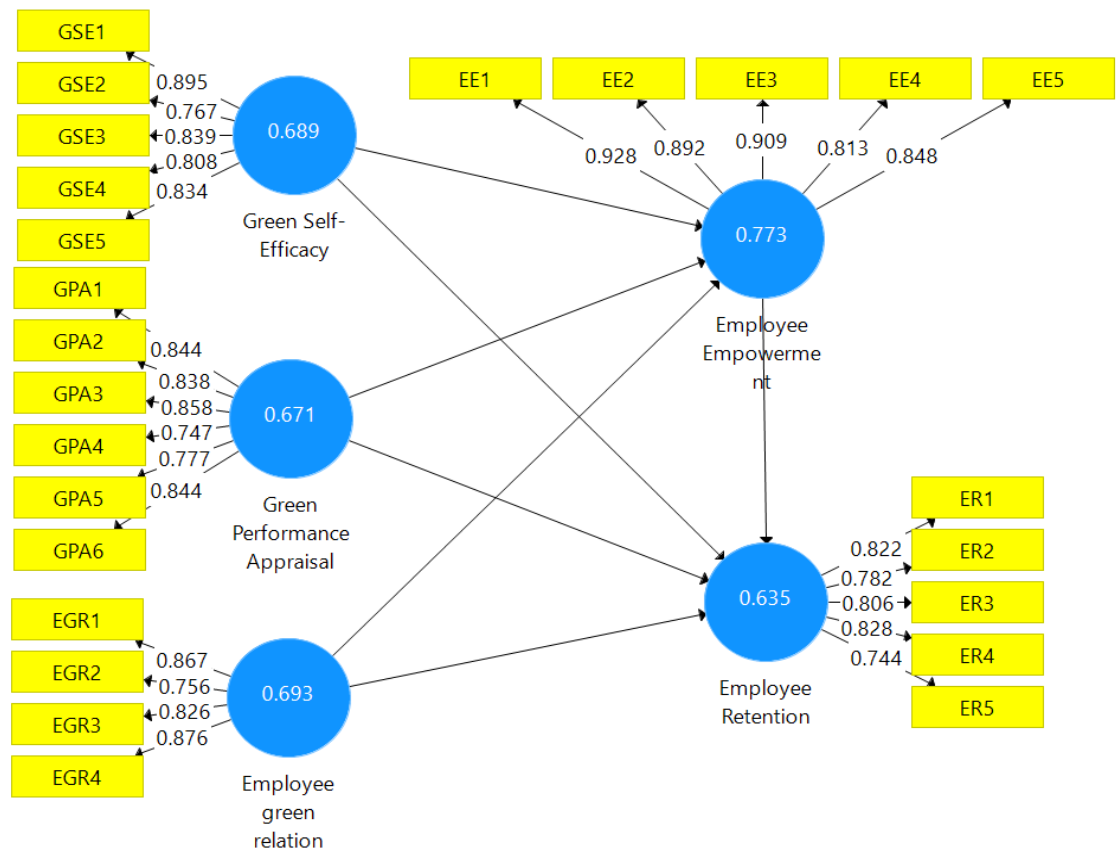


Figure 2: Measurement model

Discriminant Validity

To determine discriminant validity, researchers used the heterotrait-monotrait HTMT method, which appears to be more accurate than the Fornell-Larcker criterion. HTMT values must be less than 0.90, according to Henseler et al. (2015). In (Table 4), all of the values in the current analysis meet the criteria for discriminant validity based on this recommendation. The distinction between a construct and other constructs is represented by discriminant validity. Different approaches to assessing discriminant validity include the Fornell-Larcker criterion, HTMT, and cross-loadings.

The Fornell-Larcker criterion must be validated first. The square root of AVE scores exceeds the Fornell-Larcker criterion threshold value for the data in this study. The correlation coefficient between variables indicates the degree to which the variables are linked (see Table 4).

According to Hair, Hult, Ringle, and Sarstedt, all loadings are acceptable (2016). The Fornell-Larcker criterion (Fornell & Larcker, 1981) and the Heterotrait-Monotrait criterion were used to determine discriminant validity (Henseler, Ringle, and Sarstedt, 2015).

Table4
Discriminant Validity

Variable	Fornell-Larcker criterion					Heterotrait-Monotrait Ratio of Correlations (HTMT)			
	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4
Employee Empowerment (Y1)	0.879								
Employee Retention (Y2)	0.294	0.797				0.301			
Employee green relation (Y3)	0.050	0.152	0.833			0.058	0.161		
Green Performance Appraisal (Y4)	0.186	0.167	0.028	0.819		0.191	0.180	0.068	
Green Self-Efficacy (Y5)	0.165	0.094	0.120	0.348	0.830	0.165	0.209	0.142	0.386

Path Coefficient

Direct Effect

The path coefficients of the PLS structural model can be compared to the standardised beta coefficients of ordinary least-square regressions. The confidence intervals of path coefficients and statistical inference can be determined using resampling techniques such as bootstrapping (Tenenhaus, Mauger & Guinot, 2010). PLS-SEM calculations determine whether a theoretical hypothesis or conceptual model is empirically supported (Hair, Hult, Ringle, & Sarstedt, 2014). The arrows, or paths, represent the proposed connections between the constructs (Hair et al., 2014).

Path coefficients derived from a PLS analysis are known as standardized regression coefficients (Hulland, 1999). Path analysis has two main goals: to explain the relationships between characteristics using a cause-and-effect model and to estimate how strongly characteristics influence a specific trait (Cyprien & Kumar, 2011). Because the alpha level was set at 0.05, the effect/relationship would be significant if the p-value was less than 0.05 and the t-value was greater than 1.96.

The following are the results of the path analysis performed in this study. H2: Employee empowerment affects retention ($b=0.250$, $t=5.831$, $p<0.05$). H1c: The employee green relationship has a significant impact on employee retention ($b=-0.156$, $t=3.638$, $p<0.05$). H1a: GSE has a significant impact on employee retention ($b=0.123$, $t=2.982$, $p<0.05$) and empowerment ($b=0.236$, $t=5.914$, $p<0.05$). H1b: Employee retention is not affected by green performance and appraisal ($b=0.065$, $t=1.186$, $p>0.236$). Finally, employee empowerment influences green self-efficacy significantly (Table 5).

Table 5

Direct Effects

Path coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Empowerment -> Employee Retention	0.250	0.250	0.043	5.831	0.000
Employee green relation -> Employee Empowerment	-0.061	-0.064	0.057	1.071	0.284
Employee green relation -> Employee Retention	-0.156	-0.161	0.043	3.638	0.000
Green Performance Appraisal -> Employee Empowerment	0.142	0.147	0.055	2.584	0.010
Green Performance Appraisal -> Employee Retention	0.065	0.067	0.054	1.186	0.236
Green Self-Efficacy -> Employee Empowerment	0.123	0.125	0.057	2.175	0.030
Green Self-Efficacy -> Employee Retention	0.149	0.153	0.050	2.982	0.003

Mediating Effects

When a third mediator variable gets in the way of the relationship between two related constructs, it's called mediation. A change in an exogenous construct leads to a change in the mediator variable, which leads to a change in the PLS path model of the endogenous construct. The following values were obtained from the analysis of mediating effects in this study (Table 6). H3a: Employee empowerment ($b=0.031$, $t=2.016$, $p<0.05$) mediates the link between GSE and employee retention. H3b: Green performance appraisal and employee retention are mediated by employee empowerment ($b=0.035$, $t=2.238$, $p<0.05$). Employee empowerment ($b= -0.015$, $t=1.044$, $p>0.297$) does not mediate the relationship between employee green relations and employee retention.

Table 6

Mediating effects

Mediating Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Green Self-Efficacy -> Employee Empowerment -> Employee Retention	0.031	0.031	0.015	2.016	0.044
Green Performance Appraisal -> Employee Empowerment -> Employee Retention	0.035	0.037	0.016	2.238	0.026
Employee green relation -> Employee Empowerment -> Employee Retention	-0.015	-0.016	0.015	1.044	0.297

Inner VIF, f Square, R Square and Q Square

VIF values of less than 0.1 or greater than 10 indicate the presence of multicollinearity, according to Pallant (2007). Because all inner VIF values were greater than 0.1 and less than 5, there were no issues with multicollinearity in this study. The lowest VIF value was 1.160, while the highest VIF value was 1.144, indicating that the independent variables were not multicollinear (Table 4). f^2 was used to determine the effect size, with values ranging from 0.00 to 0.15 indicating a small effect, 0.15 to 0.35 indicating a medium effect, and 0.35 and above indicating a large effect (Sarstedt, Ringle and Hair, 2017).

The effect size was calculated using f^2 , with values ranging from 0.00 to 0.15 indicating a small effect, 0.15 to 0.35 indicating a medium effect, and 0.35 and above indicating a large effect (Sarstedt, Ringle and Hair, 2017). When investigating the endogenous constructs, four exogenous effect sizes were examined. The three exogenous effects (green performance appraisal, green self-efficacy, and employee green relation) were small, whereas the one remaining effect (employee empowerment) was large.

Table 7

Inner VIF, f Square, R Square and Q Square

Variable	Inner VIF		f Square		R Square	Q ² (=1-SSE/SSO)
	Y1	Y2	Y1	Y2		
Employee Empowerment (Y1)		1.05		0.06	0.050	0.035
Employee Retention (Y2)		2		9		
Employee green relation (Y3)	1.02	1.02	0.00	0.02	0.137	0.080
Green Performance Appraisal (Y4)	0	4	4	7		
Green Self-Efficacy (Y5)	1.14	1.16	0.01	0.00		
	4	5	8	4		
	1.16	1.17	0.01	0.02		
	0	6	4	2		

Structural Model

The structural model of the constructs is depicted in Figure 3. Each construct's VIF was examined first to see if there was any collinearity (Ringle, Da Silva, and Bido, 2015). The R^2 coefficient, also known as the coefficient of determination, was then calculated to see how well the model predicted outcomes. To achieve confirmation that the variables are free of collinearity issues in Smart-PLS, the VIF value must not exceed 5.

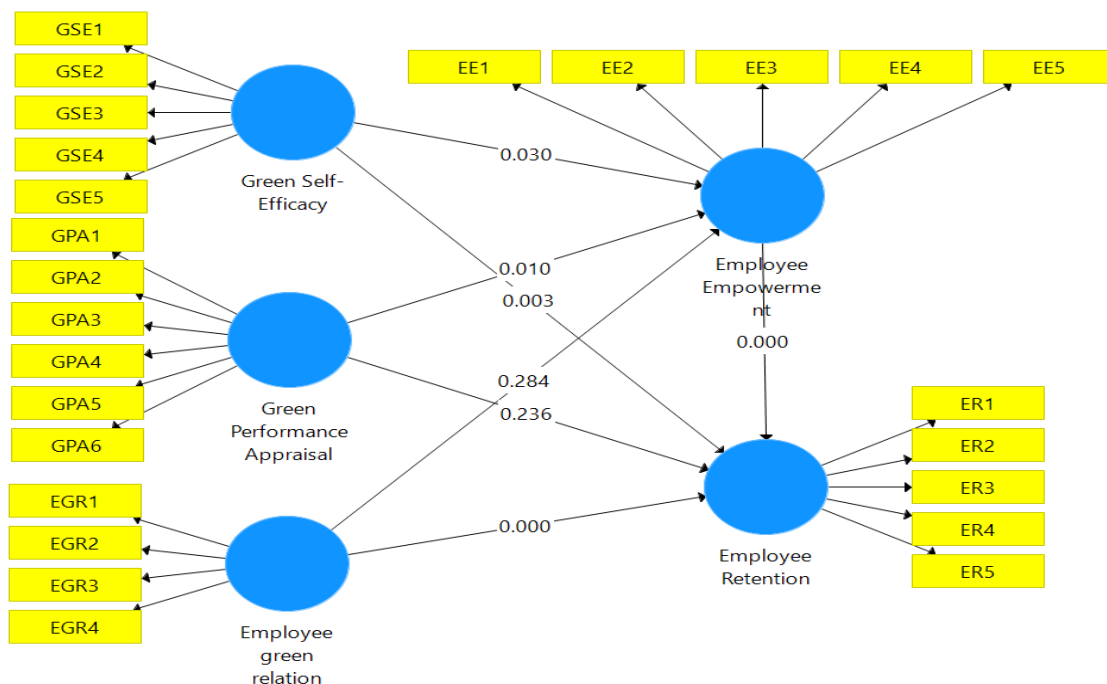


Figure 3: Structural model

Table 8

Overall Hypothesis Testing Results

Hypothesis	Decision
H _{1a} : There is a positive effect between green self-efficacy and employee retention.	Supported
H _{1b} : There is a positive effect between green performance and appraisal and employee retention.	Not supported
H _{1c} : There is a positive effect between employee green relations and employee retention.	Supported
H ₂ : There is a positive effect between employee empowerment and employee retention.	Supported
H _{3a} : Employee empowerment mediates the relationship between green self-efficacy and employee retention.	Supported
H _{3b} : Employee empowerment mediates the relationship between green performance and appraisal and employee retention.	Supported
H _{3c} : Employee empowerment mediates the relationship between green relations and development and employee retention.	Not supported

Discussions

According to the findings, employees’ GSE is related to employee retention among staff working at Nigerian hotels. The finding corresponded Zimmerman and Bandura (1994) and Chen and Cheng, et al. (2014) where self-efficacy led to positive thoughts and emotions, goal-setting, and self-regulation. As such, self-efficacy was associated with goal-setting, positive thinking, and self-control. Bandura (1993) asserted that GSE represented a more substantial role in employee dedication and ER within eco-friendly environments (Bandura, 1993). As the

study findings discovered no direct relationship between GPA in the Hotels in Nigeria, GPA did not impact ER in line with Pham et al. (2019) and Yusoff et al. (2018).

Although GPA was not statistically significant in the past study, the PLS-SEM investigation conducted by Al Kerdawy, M. M. A. (2019) found that hotel staff in Malaysia do not regard GPA to have a meaningful association with environmental performance, the contradiction was evident. Saeed et al. (2019) emphasised the essentiality of GPA as green performance management substantially impacted green management efficiency in facilitating staff performance towards company environmental performance requirements (Jabbour & Santos, 2008). Despite the absence of significant GPA effects on staff motivation towards eco-initiatives, the present outcomes might have occurred as GPA typically reflected lesser influence on motivational drivers (staff environmental involvement) (Pinzone et al., 2016).

In this vein, workers' motivational levels would decrease with inadequate performance assessment. Additionally, insufficient performance evaluation was caused by managers' or immediate supervisors' biased decisions (distinct discrimination between optimal and poor performers). The study findings indicated a direct correlation between EGR. As such, EGR proved significant with ER in the Hotels in Nigeria following Renwick et al. (2013). Perceivably, workers should participate in environmental management that facilitates employees to support pollution reduction and determine environmental opportunities. Kothiswari (2018), Renwick et al. (2013), Tulasi Das and Sreedhar Reddy (2016), and Pham et al. (2019) corresponded to the present study where workers tended to sustain organisational green participation processes with reduced turnover intent. Resultantly, empowerment improved ER in the Hotels in Nigeria. The outcome corresponded to Shetty and Shetty (2015) where empowered workers demonstrated higher confidence and professional performance following employee autonomy in decision-making processes.

Additionally, EE potentially established a sense of obligation for organisational ER. According to Li et al. (2016), staff behavior changed in line with improved self-competency. Notably, EE does not mediate EGR in this study. The outcome is contrary to Osman (2011) where EGR and interaction facilitated workers' comprehension of company values and HRM practices as a means of expressing complaints and grievances to bridge the gap and reduce potential workplace conflicts.

Conclusion

Overall, the purpose of this study was to look into the effects of GHRM practice and ER in Nigerian hotels. As a result, hotel turnover rates in Nigeria were alarming, necessitating drastic measures to address the problem. Furthermore, GHRM practices were found to be the most important aspect of strategic organizational success in terms of lowering ER rates. GHRM practices, in particular, should be competently carried out and maintained. In this vein, GHRM practices in Nigeria had a significant impact on hotel ER retention, with positive correlation values between most variables and retention following the study's findings. Regardless, the existing procedures among Nigerian hotel management were found to be inadequate. Other variables (GSE, GPA) significantly improved EE except EGR, which was in line with the research findings. Regardless, GSE, GPA, EGR, and EE were found to be

insignificant in this study. In this study, the significant impacts of GHRM activities in the hotel industry were thoroughly presented. To achieve organisational goals, the impacts and complexities of sustainable practices in hospitality were also thoroughly discussed. GHRM practices, in this vein, have the potential to resolve a variety of internal and external workplace and environmental intricacies. Hotels in developing countries, in particular, needed to incorporate and adopt green initiatives to improve performance by utilizing GHRM practices to catalyze environmental management. Finally, from the results above, Green Human resource management and empowerment enhance employee retention in the Hotel Industry

Theoretical Implications

This study combined a theoretical ER study with an OST in the context of green practices or environmental issues among hotels in Nigeria (considerably lacking from the theoretical growth perspective). Despite extensive research on GHRM, there was a critical need for relevant studies (specifically in the hotel environment) to determine ER connections with empowerment as a mediator. Furthermore, research in this area can inform strategic HRM practices within the hotel industry. By providing empirical evidence on the relationship between GHRM, employee empowerment, and retention, this research can guide HR professionals and organizational leaders in developing effective strategies that integrate sustainability with employee management. Such strategies may not only address retention challenges but also enhance the hotel's competitive edge by promoting a positive organisational image and attracting talent who prioritize environmental responsibility

As a result, the findings of the study could potentially add value and make contributions to the existing body of HRM knowledge. As a result, the goal of this study on ER with GHRM practices among Nigerian workers was to close the gap. Also, GSE, EGR, and EE were all tested directly in hotels in Nigeria, and GSE, EGR, and EE, except for GPA, all had a direct relationship with ER.

All of the variables except EGR were also tested using empowerment as a mediating variable, which is relatively scarce and cannot be traced to any related research, which contributed and added value to the existing body of knowledge on HRM. The current study adds to our knowledge of variables such as GSE, which is described by OST as a strong predictor of employee commitment and retention.

Practical Implications

Understanding how these practices affect employee motivation and retention is crucial, particularly in a sector where employees may be increasingly driven by values related to environmental stewardship. This research can provide insights into whether employees who perceive their roles as contributing to sustainability are more engaged and committed to their organisations.

GHRM practices (GSE, EGR, and EE) significantly influenced ER among hotel workers in Nigeria except GPA from this study. The EE also proved necessary to elevate ER in this research. As such, the management potentially benefitted from ER and staff dedication through staff appreciation and welfare and enabling the individuals to engage in decision-

making processes..This study makes a significant contribution by introducing GSE as a critical variable that can improve employee retention in the hotel industry.

Based on the negative result from the tested variables, it is suggested that the management should ensure the recruiting and selecting the graduates who are naturally eco-friendly and responsible. Well-articulated GHRM practices and opportunities should be given for staff to participate and be involved by solving environmental issues.

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