

**GREEN HUMAN RESOURCE MANAGEMENT AND  
EMPLOYEES' PRO-ENVIRONMENTAL BEHAVIOUR OF FIVE  
STAR HOTELS IN LAGOS STATE, NIGERIA**

**GBEREBIE, MARVELLOUS AGHOGHO  
08AC06897**

**APRIL, 2022**

**GREEN HUMAN RESOURCE MANAGEMENT AND  
EMPLOYEES' PRO-ENVIRONMENTAL BEHAVIOUR OF FIVE  
STAR HOTELS IN LAGOS STATE, NIGERIA**

**BY**

**GBEREVBIE MARVELLOUS AGHOGHO  
08AC06897**

**B.Sc Industrial Relations and Human Resource Management,  
Covenant University, Ota**

**M.A International Human Resource Management, University of  
Bedfordshire, Luton, United Kingdom**

**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE  
STUDIES IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
DOCTOR OF PHILOSOPHY (Ph.D) IN INDUSTRIAL RELATIONS  
AND HUMAN RESOURCE MANAGEMENT IN THE  
DEPARTMENT OF BUSINESS MANAGEMENT, COLLEGE OF  
MANAGEMENT AND SOCIAL SCIENCES, COVENANT  
UNIVERSITY, OTA, OGUN STATE, NIGERIA**

**APRIL, 2022**

## **ACCEPTANCE**

This is to attest that this Thesis is accepted in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy in Industrial Relations and Human Resource Management, Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria.

**Mr. Taiwo B. Erewunmi**  
**(Secretary, School of Postgraduate Studies)**

**Signature and Date**

**Prof. Akan B. Williams**  
**(Dean, School of Postgraduate Studies)**

**Signature and Date**

## **DECLARATION**

**I, GBEREBIE, MARVELLOUS AGHOGHO (08AC06897)**, declare that this research work was carried out by me under the supervision of Prof. Anthonia A. Adeniji and Dr. Olabode A. Oyewummi, in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State. I attest that the thesis has not been submitted either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis have been acknowledged.

**GBEREBIE, MARVELLOUS AGHOGHO**

**Signature & Date**

## **CERTIFICATION**

We certify that the thesis titled “**GREEN HUMAN RESOURCE MANAGEMENT AND EMPLOYEES’ PRO-ENVIRONMENTAL BEHAVIOUR OF FIVE-STAR HOTELS IN LAGOS STATE, NIGERIA**” is an original work carried out by **GBEREVBIE, MARVELLOUS AGHOGHO (08AC06897)** in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria. We have examined the work and have found it acceptable as part of the requirements for the award of the degree of Doctor of Philosophy (Ph.D) in Industrial Relations and Human Resource Management.

**Prof. Anthonia A. Adeniji**  
(Supervisor)

**Signature and Date**

**Dr. Olabode A. Oyewummi**  
(Co-Supervisor)

**Signature and Date**

**Prof. Anthonia A. Adeniji**  
(Head of Department)

**Signature and Date**

**Prof. Hart O. Awa**  
External Examiner

**Signature and Date**

**Prof. Akan B. Williams**  
(Dean, School of Postgraduate Studies)

**Signature and Date**

## **DEDICATION**

This study is dedicated to God, the Father, the Son, Jesus Christ, and the Holy Spirit who gave me constant strength and grace throughout this work.

## ACKNOWLEDGEMENTS

I acknowledge God Almighty for His grace, strength, wisdom, knowledge, understanding and guidance to begin and conclude this work. Thank you, Lord, for been faithful in my life and being a source of inspiration and encouragement to me.

My genuine admiration goes to the Chancellor, Dr. David O. Oyedepo for conscientiously pursuing the vision of Covenant University of which I am a beneficiary and glad to be part of it. Also, to the Vice-Chancellor, Prof. Abiodun H. Adebayo, the Registrar, Dr. Oluwasegun P. Omidiora; the Dean, School of Postgraduate Studies, Prof. Akan B. Williams; the Sub-Dean, School of Postgraduate Studies, Dr. Emmanuel O. Amoo; the Dean, College of Management and Social Sciences, Prof. Uwalomwa Uwuigbe, for their commitment towards the successful achievement of this programme. I am highly grateful.

I express my honest appreciation to my amiable Supervisor and the Head of Department, Prof. Anthonia A. Adeniji for her advice, patience, motivation and commitment, directives and tips given to me at every phase of this work and ensuring that it was completed at the predetermined time. To my Co-Supervisor, Dr. Olabode A. Oyewummi, I am grateful for his fatherly role, patience, guidance, dedication, and commitment towards the success of this work.

Many thanks to all the senior colleagues in the Department for their inputs and contributions to the success of the work, Prof. Chinonye L. Moses, Prof. Rowland E. Worlu, Dr. Joseph O. Kehinde; Prof. Adewale. O. Osibanjo; Dr. Mercy E. Ogbari.

I wish to appreciate the faculty members of the department of Business Management Dr. Odunayo P. Salau, Dr. Ayodotun S. Ibidunni, Dr. Hezekiah O. Falola, Dr. Augusta B. Amaihian, Dr. Adebukola E. Oyewunmi, Dr. Taiye T. Borishade, Mrs. Deborah O. Aka, Dr. Tolulope M. Atolagbe, Dr. Chinyerem G. Adeniji, Dr Itai Mukta, Dr. Efe Imafidon and Mrs. Ebere Azuh. Special mention must be made to my colleagues who have contributed positively to my life and this project in one way or the other. I appreciate Miss Oluwakemi Onayemi, Miss Busola Kehinde, Mr Ovie Ezebor, Mr Kelvin Imeh, Dr. Kayode Ojo, Mr. Stanley Ajalie and Mr. Clinton. Thank you very much and I appreciate you all.

I would also like to thank and appreciate the most important people in my life, my parents Professor Daniel Esemé Gberevbíe and Mrs Josephine Oguike-Gberevbíe. I greatly appreciate them for their support, prayers, and encouragement all through my life and throughout this programme, ensuring I was motivated and in sound mind. God Almighty would continue to reward you for the love that you have lavished on me. To my lovely sister Miss Rejoice Gberevbíe, thank you very much for your perpetual support all through this project. I love you.

My deepest appreciation also goes to my very supportive and always encouraging friends Oluwakemi Onayemi, Mr. Michael Ezebor, Mrs. Deborah Odewole, Mr. Ayobami Agbede, Dr Tochukwu Okafor, Mr Samuel Ogunberu, Mr John Morunfolu, Miss Zoey Akhigbe, Mr Rezy (aka Chelsea), Miss Queencly Okon and Miss Toyosi Odunmorayo your labour of love will never be in vain in Jesus Christ name Amen.



# TABLE OF CONTENTS

<b>TITLE PAGE</b>	
<b>COVER PAGE</b>	
<b>ACCEPTANCE</b>	III
<b>DECLARATION</b>	IV
<b>CERTIFICATION</b>	V
<b>DEDICATION</b>	VI
<b>ACKNOWLEDGEMENTS</b>	VII
<b>TABLE OF CONTENTS</b>	IX
<b>LIST OF FIGURES</b>	XI
<b>LIST OF TABLES</b>	XIII
<b>ABSTRACT</b>	XVI
<b>CHAPTER ONE</b>	1
<b>INTRODUCTION</b>	1
<b>1.1. Background to the Study</b>	1
<b>1.2 Statement of the Research Problem</b>	7
<b>1.3. Research Questions</b>	10
<b>1.4. Objectives of the Study</b>	10
<b>1.5. Research Hypotheses</b>	11
<b>1.6. Significance of the Study</b>	11
<b>1.7. Scope of the Study</b>	12
<b>1.8. Operationalisation of the Research Variables</b>	14
<b>1.9. Operational Definition of Terms</b>	16

<b>1.10. Structure of the Study</b>	<b>18</b>
<b>1.11. Historical Background of the Five-star Hotels</b>	<b>19</b>
<b>CHAPTER TWO</b>	<b>23</b>
<b>LITERATURE REVIEW</b>	<b>23</b>
<b>2.0. Preamble</b>	<b>23</b>
<b>2.1. Conceptual Review</b>	<b>23</b>
<b>2.1.1. Concept of Green Human Resource Management</b>	<b>23</b>
<b>2.1.2. Dimensions of Green Human Resource Management</b>	<b>29</b>
<b>2.1.2 (a) Green Recruitment</b>	<b>30</b>
<b>2.1.2 (b) Green Training</b>	<b>34</b>
<b>2.1.2 (c) Green Performance Appraisal</b>	<b>38</b>
<b>2.1.2 (d) Green Compensation System</b>	<b>40</b>
<b>2.1.2 (e) Green Empowerment</b>	<b>43</b>
<b>2.1.3. Drivers of Green Human Resource Management</b>	<b>45</b>
<b>2.1.4. Employees' Pro-environmental Behaviour</b>	<b>47</b>
<b>2.1.6 (a) Resource Conservation</b>	<b>52</b>
<b>2.1.6 (b) Waste Minimization</b>	<b>53</b>
<b>2.1.6 (c) Eco-civic Engagement</b>	<b>54</b>
<b>2.1.6 (d) Eco-helping Behaviour</b>	<b>56</b>
<b>2.1.6 (e) Eco-initiative</b>	<b>57</b>
<b>2.2. Theoretical Review</b>	<b>59</b>
<b>2.2.1. Social Exchange Theory</b>	<b>59</b>
<b>2.2.2. Self-determination Theory (SDT)</b>	<b>64</b>
<b>2.2.3. Values-Beliefs-Norms Theory</b>	<b>68</b>
<b>2.3. Empirical Review</b>	<b>75</b>
<b>2.3.1. Green Recruitment and Employees' Pro-environmental Behaviour</b>	<b>75</b>
<b>2.3.2. Green Training and Employees' Pro-environmental Behaviour</b>	<b>77</b>
<b>2.3.3. Green Performance Appraisal and Employees' Pro-environmental Behaviour</b>	<b>78</b>
<b>2.3.4. Green Compensation System and Employees' Pro-environmental Behaviour</b>	<b>79</b>

<b>2.3.5 Green Employee empowerment and Employees' Pro-environmental Behaviour</b>	<b>80</b>
<b>2.4 Gaps in Literature</b>	<b>81</b>
<b>CHAPTER THREE</b>	<b>84</b>
<b>METHODOLOGY</b>	<b>84</b>
<b>3.0. Preamble</b>	<b>84</b>
<b>3.1. Research Philosophy</b>	<b>84</b>
<b>3.2. Research Design</b>	<b>84</b>
<b>3.3. Population Study</b>	<b>85</b>
<b>3.4. Sampling Frame</b>	<b>86</b>
<b>3.5. Sample Size Determination</b>	<b>87</b>
<b>3.6. Sampling Techniques</b>	<b>88</b>
<b>3.7. Research Instrument and Method of Data Collection</b>	<b>89</b>
<b>3.8. Validity of Research Instrument</b>	<b>90</b>
<b>3.9. Reliability of the Research Instrument</b>	<b>92</b>
<b>3.11. Ethical Consideration</b>	<b>94</b>
<b>CHAPTER FOUR</b>	<b>95</b>
<b>RESULTS AND DISCUSSION</b>	<b>95</b>
<b>4.1. Response Rate</b>	<b>95</b>
<b>4.2. Demographic Characteristics of the Respondents</b>	<b>97</b>
<b>4.3. Descriptive Analysis and Interpretations</b>	<b>105</b>
<b>4.4 Research Objectives</b>	<b>106</b>
<b>4.5 Discussions</b>	<b>198</b>
<b>4.5.1 Theoretical findings</b>	<b>198</b>
<b>4.5.2 Empirical Findings</b>	<b>199</b>

<b>CHAPTER FIVE</b>	<b>206</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS</b>	<b>206</b>
<b>5.1. Summary</b>	<b>206</b>
<b>5.2. Conclusion</b>	<b>207</b>
<b>5.3 Recommendations</b>	<b>210</b>
<b>5.4 Contributions to knowledge</b>	<b>212</b>
<b>5.5 Limitations of the Study</b>	<b>214</b>
<b>5.6 Suggestions for Further Research</b>	<b>215</b>
<b>REFERENCE</b>	<b>216</b>
<b>APPENDIX I</b>	<b>234</b>
<b>APPENDIX II</b>	<b>240</b>

## LIST OF FIGURES

Figure 1. 1: Schematic Model of the study	16
Figure 2. 1: Green Human resource management model	30
Figure 2. 2: The Taxonomy of Green Employee Behaviours	51
Figure 4.1. 1: Questionnaire Response Rate	97
Figure 4.4. 1: Predictive relevance (Path co-efficient) of Green recruitment and Employees' pro-environmental behaviour.	112
Figure 4.4. 2: Path Co-efficient and T-values for Green recruitment and Employees' pro- environmental behaviour	113
Figure 4.4. 3: Path Co-efficient and P-values for Green recruitment and Employees' pro- environmental behaviour	114
Figure 4.4. 4: Predictive relevance (Path co-efficient) of Green training and Employees' pro-environmental behaviour	130
Figure 4.4. 5: Predictive relevance (Path co-efficient) of Green training, P-values and Employees' pro-environmental behaviour	131
Figure 4.4. 6: Predictive relevance (Path co-efficient) of Green training, T-values and Employees' pro-environmental behaviour	132
Figure 4.4. 7: Predictive relevance (Path co-efficient) of Green performance appraisal and Employees' pro-environmental behaviour	150
Figure 4.4. 8: Path Co-efficient and T-values for Green performance appraisal and Employees' pro-environmental behaviour	151
Figure 4.4. 9: Path Co-efficient and P-values for Green performance appraisal and Employees' pro-environmental behaviour	152
Figure 4.4. 10: Predictive relevance (Path co-efficient) of Green compensation and Employees' pro-environmental behaviour	169
Figure 4.4. 11: Path Co-efficient and T-values for Green compensation and Employees' pro-environmental behaviour	170
Figure 4.4. 12: Path Co-efficient and P-values for Green compensation and Employees' pro-environmental behaviour	171
Figure 4.4. 13: Predictive relevance (Path co-efficient) of Green empowerment and Employees' pro-environmental behaviour	187

Figure 4.4. 14: Path Co-efficient and T-values for Green empowerment and Employees’ pro-environmental behaviour	188
Figure 4.4. 15: Path Co-efficient and P-values for Green empowerment and Employees’ pro-environmental behaviour	189
Figure 5. 1: Schematic Model on Empirical Findings	214

## LIST OF TABLES

Table 1. 1: List of Five-star hotels in Lagos, Nigeria	14
Table 3. 1: Table of Target Population of the study	86
Table 3. 2: Confirmatory Factor Analysis	91
Table 3. 3: Construct Validity Table (CFA)	92
Table 4.1. 1: Respondents' Response Rate	95
Table 4.1. 2: Breakdown of returned Questionnaire	96
Table 4.2. 1: Cross Tabulation of Gender across the Five-Star Hotels	98
Table 4.2. 2: Cross Tabulation of Age across the Five-Star Hotels	99
Table 4.2. 3: Cross Tabulation of Marital Status across the Five-Star Hotels	100
Table 4.2. 4: Cross Tabulation of Educational Status across the Five-Star Hotels	101
Table 4.2. 5: Cross Tabulation of Work Experience across the Five Star Hotels	102
Table 4.3. 1: The Criteria for Understanding the Mean Scores of Satisfaction Level	105
Table 4.4.1 (1): Frequency distribution for Green Recruitment	107
Table 4.4.1 (2): Factor Loading for Green recruitment in the Five star hotels	110
Table 4.4.1 (3): Path Coefficients for Green recruitment and Employees' pro-environmental behaviour in the five-star hotels	115
Table 4.4.1 (4): Summary of Regression Green recruitment and Employees' pro-environmental behaviour of the five-star hotels	117
Table 4.4.1 (5): Model Fit Index for Green recruitment and Employees' pro-environmental behaviour	121
Table 4.4.1 (6): Summary of the Semi structured interview on Green Recruitment	124
Table 4.4.2 (1): Frequency distribution of Green Training for the Five-Star hotels	125
Table 4.4.2 (2): Factor Loading for Green training in the selected Five star hotels	129
Table 4.4.2 (3): Path Coefficients for Green training and Employees' pro-environmental behaviour in the selected Five-star hotels	133
Table 4.4.2 (4): Summary of Regression Green training and Employees' Pro-Environmental Behaviour of the selected five-star hotels	135
Table 4.4.2 (5): Model Fit Index for Green training and Employees' pro-environmental behaviour	139
Table 4.4.2 (6): Summary of Semi structured interview on Green Training	143
Table 4.4.3 (1): Frequency distribution of Green Performance Appraisal	145
Table 4.4.3 (2): Factor Loading for Green performance appraisal of selected hotels	148

Table 4.4.3 (3): Path Coefficients for Green performance appraisal and Employees' pro-environmental behaviour in the Five-star hotels	153
Table 4.4.3 (4): Summary of Regression Green performance appraisal and Employees' pro-environmental behaviour of the Five-star hotels	155
Table 4.4.3 (5): Model Fit Index for Green performance appraisal and Employees' pro-environmental behaviour	159
Table 4.4.3 (6): Summary of Semi-Structured Interview for Green Performance Appraisal	162
Table 4.4.4 (1): Descriptive statistics for Green Compensation	164
Table 4.4.4 (2): Factor Loading for Green compensation in the selected Five star hotels	168
Table 4.4.4 (3): Path Coefficients for Green compensation and Employees' pro-environmental behaviour in the Five-star hotels	172
Table 4.4.4 (4): Summary of Regression Green compensation and Employees' pro-environmental behaviour of the selected Five-star hotels	174
Table 4.4.4 (5): Model Fit Index for Green compensation and Employees' pro-environmental behaviour	178
Table 4.4.4 (6): Summary of Semi-Structured Interview	181
Table 4.4.5 (1): Frequency Distribution of Green empowerment in selected hotels	182
Table 4.4.5 (2): Factor Loading for Green empowerment in the selected five star hotels	186
Table 4.4.5 (3): Path Coefficients for Green empowerment and Employees' pro-environmental behaviour in the selected Five star hotels	190
Table 4.4.5 (4): Summary of Regression Green empowerment and Employees' pro-environmental behaviour of the five-star hotels	192
Table 4.4.5 (5): Model Fit Index for Green empowerment and Employees' pro-environmental behaviour	196
Table 4.4.5 (6): Summary of Semi structured interview	198



## LIST OF ABBREVIATIONS

CEO	–	Chief Executive Officer
CO <sub>2</sub>	–	Carbon Dioxide
CFC	–	Chlorofluorocarbons
ECO-CE	–	Eco-civic Engagement
ECO-H	–	Eco-helping Behaviour
ECO-I	–	Eco-initiatives
EIA	–	Environmental Impact Assessment
EM	–	Environmental Management
EP	–	Environmental Performance
EPEB	–	Employees' Pro-environmental Behaviour
EU	–	European Union
GDP	–	Gross Domestic Product
GCS	–	Green Compensation System
GE	–	Green Empowerment
GHRM	–	Green Human Resource Management
GPA	–	Green Performance Appraisal
GR	–	Green Recruitment
GT	–	Green Training
HRM	–	Human Resource Management
LDC	–	Less Developed Countries
NBS	–	Nigerian Bureau of Statistics
NTDC	–	Nigerian Tourism Development Corporation
PEB	–	Pro-environmental Behaviour
RC	–	Resource Conservation
SDG	–	Sustainable Development Goals
UN	–	United Nations
WM	–	Waste Minimization

## ABSTRACT

The effect of human behaviour on environmental sustainability has far reaching implications for a broad spectrum of interested stakeholders. This perspective is taking into consideration the global consensus on the essence of resource conservation and thus reaffirming the overarching significance of instituting a culture of sustainable resource utilization across contexts. Hence, this study, therefore, examined the influence of green human resource management on employees' pro-environmental behaviour of five-star hotels in Lagos State, Nigeria. A mixed method of data collection was employed. A total of 623 copies of questionnaire were administered to respondents out of which 553 returned and valid copies were analyzed using the Structural Equation Model (SEM). Ten managers and supervisors of the studied hotels were also selected for in-depth interviews. The findings revealed a significant influence of green recruitment on the employees' pro-environmental behaviour at  $R=0.803$ ,  $R^2=0.645$ ,  $t=21.511$  and  $p<0.05$ ). The result also suggested that ease of online applications, environmentally friendly policies and hiring environmentally friendly candidates best predict employees' pro-environmental behaviours. Green training was found to be significantly influenced by employees' pro-environmental behaviour at  $R=0.548$ ,  $R^2=0.301$ ,  $f(5,546)=52.179$  and  $p<0.05$ . The result also indicated mitigation for environmental preservation, modalities for utilizing green technology and energy conservation are the constructs that best predict employees' pro-environmental behaviours. The green compensation was found to significantly influence employees' pro-environmental behaviour of selected hotels at  $R=0.861$ ,  $R^2=0.741$ ,  $t=16.837$  and  $p<0.05$ . The result suggested that green travel benefits, incentives on environmental management and recognition-based rewards have the highest values among the constructs that best predict employees' pro-environmental behaviours while commission-based reward and bonus points had the least values. The green performance appraisal was found to significantly influence employees' pro-environmental behaviour of selected hotels at  $R=0.839$ ,  $R^2=0.704$ ,  $t=26.277$  and  $p<0.05$ . The result also indicated that environmental compliance, resources saving, efficient use of resources have the highest beta values that best predict employees' pro-environmental behaviours. Based on the study, green empowerment was found to significantly influence employees' pro-environmental behaviour of selected hotels at  $R=0.765$ ,  $R^2=0.585$ ,  $t=18.938$  and  $p<0.05$ . The outcomes of the quantitative and qualitative approach of the study concluded that HR has a significant opportunity to contribute to the green initiatives in motivating employees (green compensation) to partake in reducing greenhouse gases through activities as little as turning off lights not in use. Furthermore, this study recommended that managers of the hotels should compensate employees and develop competencies to promote eco-helping behaviour and eco-initiatives.

***Keywords: Employees' pro-environmental behaviour, green compensation, green empowerment, green human resource behaviour, green performance appraisal.***