

Green Human Resource Management Practices and the Performance of Selected Hotels In Abuja

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Abstract

The problem of implementing green human resource practices in hotels has become a growing concern, especially regarding their impact on employee satisfaction and overall performance. This study investigated the effect of green human resource management (GHRM) practices, particularly green recruitment and selection, green training, and green performance management, on the performance of hotels in Abuja. Using a descriptive research design, the study population was 846 employees from four major hotels: Transcorp Hilton, Sheraton Hotel, Abuja Continental Hotel, and Bolton White Hotel. A sample size of 272 was determined using Yamane's statistical technique and stratified random sampling to ensure adequate representation. Primary data was collected using structured questionnaire, and the data was analyzed using simple regression analysis. The findings revealed that green recruitment and selection practices, green training programs, and green performance management had significant positive impacts on operational efficiency, customer satisfaction, and employee satisfaction, respectively. The study concluded that adopting GHRM practices leads to improved organizational performance in the hospitality sector. It was recommended that hotels in Abuja further invest in digital GHRM tools to enhance sustainability, employee satisfaction, and customer retention.

Keywords: Green Recruitment and Selection, Green Training, Green Performance Management and Organizational Performance

1.0 INTRODUCTION

In the contemporary global landscape, sustainability has become a pivotal concern for organizations across industries, driven by growing awareness of environmental issues and a shift towards corporate responsibility. Green Human Resource Practices (GHRPs) have emerged as a strategic approach to integrate environmental sustainability into human resource management. This approach involves adopting practices such as green recruitment and selection, green training, and green performance management to enhance organizational performance and contribute to environmental goals (Jabbour et al., 2020).

In African, there is a growing acknowledgment of the need for sustainable practices in the hospitality industry, driven by both local and international environmental standards. In Abuja, Nigeria's capital, hotels are beginning to embrace green human resource practices to align with global sustainability trends and address local environmental concerns. The adoption of GHRPs in this region reflects a broader movement towards integrating environmental responsibility within business operations, which is crucial for enhancing the competitive edge and operational resilience of hotels (Osei & Agyeman, 2021).

The geographical focus on Abuja provides a

unique perspective on how GHRPs impact hotel performance in a developing environment. In Abuja, hotels are leveraging green recruitment and selection to attract and retain employees who are committed to sustainability. This practice involves incorporating environmental criteria into hiring processes and selecting candidates who are aligned with the hotel's green values (Adom & Asare, 2023). Green training programs further support this by equipping employees with the necessary knowledge and skills to implement sustainable practices effectively. Such training has been shown to enhance operational efficiency by optimizing resource usage and reducing waste (Liu et al., 2023).

The integration of green human resource practices (GHRPs) within the hospitality sector is increasingly recognized as a strategic approach to enhance organizational performance and contribute to environmental sustainability. However, despite growing adoption, the empirical evidence on the effectiveness of these practices in improving hotel performance, particularly in Abuja, remains limited and fragmented. Green recruitment and selection, green training, and green performance management are critical

components of GHRPs that influence various performance metrics. Nevertheless, the impact of these practices on operational efficiency, customer satisfaction, and employee satisfaction within the context of Abuja's hotel industry has not been thoroughly examined.

Operational efficiency, a key dependent variable, is particularly affected by green recruitment and selection as it determines the caliber of employees who are recruited based on their commitment to environmental sustainability (Yoon et al., 2022). The implementation of green training programs is expected to enhance employees' skills and knowledge, leading to more efficient use of resources and cost savings (Liu et al., 2023). However, the extent to which these practices translate into measurable improvements in operational efficiency in Abuja's hotels remains underexplored. Existing studies, such as those by Jabbour et al. (2020) and Zhang et al. (2024), have primarily focused on broader contexts and may not fully capture the unique challenges and opportunities faced by hotels in Abuja.

This study aims to address these gaps by focusing on the specific context of Abuja, where the adoption of green human resource practices is relatively nascent. By examining the impact of green recruitment and selection, green training, and green performance management on operational efficiency, customer satisfaction, and employee satisfaction in Abuja's hotels, this research will provide valuable insights into how these practices can be optimized to enhance hotel performance. This approach differs from existing studies by targeting a developing market with unique environmental and operational challenges, thereby offering a more nuanced understanding of the effectiveness of GHRPs in this region. The findings of this study are expected to contribute to the literature on green human resource management and provide practical recommendations for hotels aiming to improve their sustainability performance in Abuja. Therefore, the main objective of this study is to examine the effect of green human resource practices and performance of hotels in Abuja. Specifically, the study aims at achieving the following objectives:

- i. Evaluate the effect of green recruitment and selection practices on the operational

efficiency of hotels in Abuja.

- ii. To analyze the extent to which green training programs impact customer satisfaction in hotels located in Abuja.
- iii. To examine the way in which green performance management practices influence employee satisfaction in Abuja's hotel industry.

Research Hypotheses

To answer the research questions, the following hypotheses have been formulated.

H01: Green recruitment and selection practices have no significant effect on operational efficiency in hotels in Abuja.

H02: Green training programs have no significant positive impact on customer satisfaction in hotels in Abuja.

H03: Green performance management practices have no significant influence on employee satisfaction in hotels in Abuja.

2.0 LITERATURE REVIEW

Concept of Green Human Resource Practices

Green Human Resource Practices (GHRPs) represent a strategic approach to integrating environmental sustainability into human resource management. This concept involves embedding eco-friendly principles into various HR functions, including recruitment, training, performance management, and employee engagement. The goal of GHRPs is to align organizational practices with environmental objectives, thereby enhancing both sustainability and overall performance (Jabbour et al., 2020). The concept of GHRPs has gained prominence as organizations increasingly recognize the importance of environmental responsibility. Green recruitment and selection, a core component of GHRPs, focuses on attracting and hiring candidates who are committed to sustainability. This practice involves incorporating environmental criteria into job descriptions and selection processes, which helps ensure that new hires support the organization's green goals (Dedeoglu & Göğüş, 2022). By aligning recruitment practices with environmental objectives, organizations can build a workforce

that is not only skilled but also motivated to contribute to sustainability efforts.

Overall, GHRPs represent a comprehensive approach to integrating environmental sustainability into human resource management, aligning HR practices with broader organizational goals and enhancing overall performance. The adoption of these practices not only contributes to environmental protection but also improves organizational efficiency and employee satisfaction.

Green Recruitment and Selection

Green recruitment and selection are integral components of Green Human Resource Practices (GHRPs) that focus on integrating environmental sustainability into the hiring process. This concept involves adopting eco-friendly criteria and practices in the recruitment and selection phases to ensure that new employees are aligned with the organization's sustainability goals (Jabbour et al., 2020). Green recruitment emphasizes attracting candidates who are not only skilled but also share a commitment to environmental stewardship. This approach includes the development of job descriptions that highlight the organization's sustainability values and the use of recruitment channels that promote environmental awareness (Dedeoglu & Göğüş, 2022). The selection process within green recruitment aims to identify individuals who have demonstrated a strong inclination towards environmental responsibility. This might involve evaluating candidates' previous experiences with sustainability initiatives, their knowledge of environmental issues, and their willingness to engage in green practices (Yoon et al., 2022). By incorporating these criteria, organizations can build a workforce that is more likely to support and enhance their sustainability efforts.

Green recruitment and selection also involve the implementation of eco-friendly practices during the hiring process itself. For instance, organizations might opt for digital rather than paper-based applications to reduce waste, and conduct virtual interviews to minimize travel-related carbon emissions (Liu et al., 2023). These practices not only contribute to the organization's sustainability goals but also set a precedent for candidates regarding the importance of environmental responsibility within the company. Overall, green recruitment and selection are pivotal for aligning human

resource practices with environmental objectives. By focusing on these aspects, organizations can foster a culture of sustainability from the outset and ensure that their new hires are committed to contributing to the organization's environmental goals.

Green Training

Green training refers to the process of educating employees about environmental sustainability and equipping them with the knowledge and skills necessary to implement eco-friendly practices within the organization. This concept is a key component of Green Human Resource Practices (GHRPs) and plays a critical role in fostering a culture of sustainability within organizations (Jabbour et al., 2020). Green training programs are designed to enhance employees' awareness of environmental issues, promote sustainable practices, and support the organization's overall sustainability goals. The effectiveness of green training lies in its ability to integrate environmental considerations into everyday business operations. This involves not only providing theoretical knowledge about environmental impact but also offering practical training on how to apply sustainable practices in specific job roles (Liu et al., 2023). For instance, training programs might include modules on energy conservation, waste management, and sustainable resource use, tailored to the specific needs and responsibilities of different departments within the organization. Recent research highlights the positive impact of green training on employee engagement and organizational performance. Employees who receive green training are more likely to adopt sustainable behaviours and contribute to the organization's environmental goals (Yoon et al., 2022; Salawudeen and Suleiman, 2025). This alignment between individual actions and organizational objectives helps to drive overall performance improvements, including enhanced operational efficiency and better environmental outcomes. Moreover, green training can also improve employee satisfaction by creating a sense of purpose and alignment with the organization's values. When employees perceive that their work contributes to broader sustainability goals, their job satisfaction and motivation are likely to increase (Zhang et al., 2024). Thus, effective green training not only supports environmental objectives but also fosters a positive work environment and strengthens

employee commitment. Generally, green training is a vital aspect of GHRPs that equips employees with the necessary skills and knowledge to support environmental sustainability. By enhancing employees' understanding of and commitment to sustainable practices, green training contributes to both organizational and environmental performance.

Concept of Performance

The concept of performance encompasses various dimensions that reflect how effectively an organization or individual achieves set objectives. In the context of business, performance is often evaluated through operational efficiency, customer satisfaction, and employee satisfaction, each contributing uniquely to overall organizational success (Kaplan & Norton, 2021). Operational efficiency refers to the ability of an organization to maximize output while minimizing input, focusing on resource utilization, cost management, and process optimization. This aspect of performance is critical as it directly influences the organization's profitability and competitive advantage (Neely et al., 2022).

Customer satisfaction, another crucial performance dimension, pertains to the extent to which customers' expectations and needs are met by the organization's products or services. High levels of customer satisfaction are linked to increased customer loyalty, positive word-of-mouth, and repeat business, which collectively enhance the organization's market position and financial performance (Oliver, 2022). The measurement of customer satisfaction often involves surveys and feedback mechanisms that assess various aspects of the customer experience, including service quality, product reliability, and overall value. Employee satisfaction is equally important as it reflects how content and motivated employees are within their roles. This dimension of performance is influenced by factors such as work environment, job design, and alignment with organizational values. Satisfied employees are generally more engaged, productive, and less likely to leave the organization, which positively affects organizational performance and reduces turnover costs (Harter, et al, 2022). Employee satisfaction can be assessed through surveys, interviews, and performance evaluations that

capture employees' perceptions of their work experience and organizational support. Overall, the concept of performance integrates these dimensions to provide a comprehensive view of an organization's effectiveness. By focusing on operational efficiency, customer satisfaction, and employee satisfaction, organizations can gain valuable insights into their strengths and areas for improvement, ultimately guiding strategic decisions and enhancing overall success.

Operational Efficiency

Operational efficiency refers to the ability of an organization to utilize its resources effectively to produce goods or deliver services while minimizing waste and costs. This concept is central to enhancing overall organizational performance and involves optimizing various aspects of operations, such as process management, resource allocation, and production techniques (Neely et al., 2022). Operational efficiency is achieved when an organization maximizes output with the least possible input, thereby improving its profitability and competitive position in the market. Achieving operational efficiency requires a continuous evaluation and improvement of business processes. Organizations often employ performance metrics and tools to identify inefficiencies and implement strategies for optimization. For instance, Lean and Six Sigma methodologies are widely used to streamline processes, reduce waste, and enhance productivity (Sakson-Obada & Swiatek, 2022). These methodologies help organizations systematically address operational bottlenecks and improve the overall effectiveness of their operations. The impact of operational efficiency extends beyond cost reduction. It also affects the organization's ability to respond to market demands, innovate, and maintain a competitive edge. Efficient operations lead to faster turnaround times, higher product or service quality, and improved customer satisfaction, all of which contribute to the organization's long-term success (Porter, 2021). Furthermore, operational efficiency supports sustainable practices by reducing resource consumption and minimizing environmental impact, aligning with broader corporate social responsibility goals.

Operational efficiency is a key performance dimension that involves optimizing resource use and process management to enhance

organizational effectiveness. By focusing on continuous improvement and employing strategic methodologies, organizations can achieve greater productivity, cost savings, and competitive advantage.

Customer Satisfaction

Customer satisfaction is a critical measure of how well an organization's products or services meet or exceed the expectations of its customers. This concept is central to understanding consumer behavior and is a key driver of business success. It reflects the overall contentment of customers with their experience and directly influences their loyalty, repeat business, and advocacy for the organization (Oliver, 2022). High levels of customer satisfaction are often associated with positive word-of-mouth and increased market share, which contribute significantly to the organization's competitive advantage. Customer satisfaction is typically assessed through various methods, including surveys, feedback forms, and interviews. These tools measure different aspects of the customer experience, such as product quality, service efficiency, and customer support (Harter, Schmidt, & Hayes, 2022). By analyzing this data, organizations can identify areas where they are excelling and areas that require improvement. For example, satisfaction surveys might assess the promptness of service delivery, the reliability of products, or the friendliness of staff, providing actionable insights into how to enhance the customer experience. Recent research emphasizes the importance of aligning service quality with customer expectations to achieve high satisfaction levels. According to Zeithaml, et al, (2022), service quality dimensions such as tangibles, reliability, responsiveness, assurance, and empathy play a crucial role in shaping customer perceptions. Organizations that consistently deliver high-quality service in these areas are more likely to achieve higher customer satisfaction and foster long-term customer relationships.

Furthermore, customer satisfaction is closely linked to customer loyalty and retention. Satisfied customers are more likely to remain loyal to the organization, make repeat purchases, and recommend the company to others (Meyer & Allen, 2022; Salawudeen and Suleiman, 2025). This relationship underscores the need for organizations to continually

monitor and improve customer satisfaction as a means of sustaining competitive advantage and ensuring long-term success. Customer satisfaction is a key performance metric that reflects how well an organization meets customer expectations. It influences customer loyalty and business success, and is assessed through various feedback mechanisms that help organizations understand and enhance the customer experience.

Employee Satisfaction

Employee satisfaction refers to the level of contentment and fulfillment that employees experience in their roles within an organization. It encompasses various aspects of the work environment, including job conditions, organizational culture, compensation, and the quality of interpersonal relationships at work (Harter, Schmidt, & Hayes, 2022). High levels of employee satisfaction are associated with increased productivity, reduced turnover, and improved overall organizational performance, making it a critical focus for human resource management. A key determinant of employee satisfaction is the alignment between employees' expectations and their actual work experiences. This alignment is influenced by factors such as job role clarity, opportunities for career development, and recognition for achievements (Meyer & Allen, 2022; Salawudeen and Suleiman, 2025). Employees who perceive their roles as meaningful and who feel valued by their organizations are more likely to experience higher satisfaction levels. Additionally, supportive management practices, such as providing regular feedback and fostering a positive work environment, contribute significantly to enhancing employee satisfaction.

Recent studies highlight the importance of organizational practices and policies in shaping employee satisfaction. For instance, research by Bakker and Demerouti (2021) underscores the role of job resources, such as social support, autonomy, and professional development opportunities, in fostering employee satisfaction. Organizations that invest in creating a supportive work environment and addressing employees' needs are more likely to retain talent and maintain high levels of engagement and productivity.

Moreover, employee satisfaction has a direct impact on customer satisfaction and

organizational success. Satisfied employees are generally more motivated and committed, which translates into better service delivery and customer interactions (Harter et al., 2022). By focusing on employee satisfaction, organizations can create a positive cycle where engaged and content employees contribute to enhanced customer experiences and overall business performance. Employee satisfaction is a crucial factor that influences both individual and organizational outcomes. By addressing the various elements that contribute to job contentment, organizations can improve employee engagement, reduce turnover, and achieve better performance across multiple dimensions.

Theoretical Framework

The underpinning theory for this study is the Resource-Based View (RBV) theory. RBV is particularly suited to this research as it provides a comprehensive framework for understanding how Green Human Resource Practices (GHRPs) can be leveraged as strategic resources to enhance hotel performance. By focusing on how green recruitment, training, and performance management practices contribute to the development of unique and valuable capabilities within the organization, RBV highlights the strategic importance of these sustainable practices. This theory aligns with the study's objectives by emphasizing that hotels can gain a competitive advantage and achieve superior performance outcomes by effectively utilizing their green human resources. It also provides a lens through which to analyze how the integration of these practices can lead to improved operational efficiency, customer satisfaction, and employee satisfaction, thus supporting the overarching goal of enhancing organizational performance through strategic resource management.

Empirical Review

Adom and Asare (2023) conducted a study on green recruitment and selection on employee performance in the hotel industry in Nigeria. This research employed a quantitative research design to explore the effects of green recruitment and selection practices on employee performance within the Nigerian hotel industry. The study's population consisted of hotel employees across various establishments in Nigeria, with a sample size of

250 participants selected through stratified random sampling. Data were collected using structured questionnaires, and the analysis was performed using multiple regression techniques to evaluate the relationships between green recruitment practices and employee performance. The findings revealed that green recruitment and selection positively influenced employee performance by enhancing job satisfaction and organizational commitment. However, the study's limitations included its reliance on self-reported data, which could lead to bias, and a focus on only one sector within Nigeria, potentially limiting generalizability. To address these limitations, future research could incorporate objective performance metrics and expand the scope to include diverse sectors and regions to provide a more comprehensive understanding of green recruitment's impact.

Dedeoglu and Göğüş (2022) published a systematic review on "Green Human Resource Management in the Hotel Sector. The study systematically reviewed existing literature on green human resource management (GHRM) within the hotel sector, focusing on how GHRM practices influence environmental and organizational outcomes. The research design involved a comprehensive literature review, encompassing various studies and publications relevant to GHRM practices in hotels. The population consisted of empirical and theoretical articles on GHRM, with no specific sample size as the study aggregated data from multiple sources. Data were collected from academic journals and databases, and the analysis involved qualitative synthesis to identify trends, gaps, and best practices. The findings indicated that GHRM practices, such as green recruitment, training, and performance management, positively impact environmental performance and employee engagement. However, the study's limitations included the potential for publication bias and the exclusion of non-English language studies, which may have restricted the breadth of the review. To mitigate these limitations, future research could incorporate a broader range of studies, including those in other languages, and utilize meta-analysis techniques to enhance the robustness and inclusivity of the findings.

Garg and Sharma (2023) studied the Role of Green HRM Practices in Enhancing Employee

Job Satisfaction,". This study utilized a quantitative research design to investigate how green human resource management (HRM) practices affect employee job satisfaction. The population targeted consisted of employees from various industries in India, with a sample size of 300 participants selected using stratified random sampling. Data were collected through structured questionnaires, and the analysis was performed using statistical methods, including multiple regression, to determine the relationship between green HRM practices and job satisfaction. The findings demonstrated that green HRM practices, such as environmentally focused recruitment, training, and performance management, significantly enhance employee job satisfaction by aligning organizational values with employee expectations. However, the study's limitations included its reliance on self-reported data, which may introduce response bias, and a focus solely on the Indian context, which might limit the generalizability of the results. To address these limitations, future research could incorporate objective measures of job satisfaction and expand the study to include diverse geographical locations to provide a more comprehensive understanding of the impact of green HRM practices.

Liu, et al, (2023) examined the Impact of Green Training on Operational Efficiency in the Hospitality Industry,". The study employed a quantitative research design to examine the

effects of green training on operational efficiency within the hospitality sector. The population included hotels across various regions, with a sample size of 350 employees and managers selected using random sampling methods. Data were gathered through structured questionnaires, and the analysis involved multiple regression techniques to assess the impact of green training on operational efficiency. The findings indicated that green training significantly improves operational efficiency by enhancing employees' environmental skills and practices, leading to more effective resource management and cost reductions. However, the study's limitations include the potential for self-reporting bias and the focus on a single industry sector, which may restrict the generalizability of the results. Future research could address these limitations by using objective performance metrics and expanding the study to include different industries and geographical locations to provide a more comprehensive view of green training's impact.

3.0 METHODOLOGY

This study employed a descriptive research design to explore the impact of green human resource practices on hotel performance in Abuja. The population for this study consists of 846 employees and managers from four major hotels in Abuja. The distribution of the population across these hotels is as follows:

Table 1.1 Population Distribution

Hotel	Population	Percentage
Transcorp Hilton	230	27.2%
Sheraton Hotel	210	24.8%
Abuja Continental Hotel	206	24.3%
Bolton White Hotel	200	23.7%
Total	846	100%

The sample size for this study was determined using Yamane's (1964) formula for sample size calculation, which is suitable for a

finite population. The Yamane's formula is expressed as thus:

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

Where;

n= Sample size

N= Population size

e=Error Margin 5%

l= Constant

$$n = \frac{846}{1 + 846(0.05)^2}$$

$$n = \frac{846}{1 + 846(0.0025)}$$

$$n = \frac{846}{1 + 2.115}$$

$$n = \frac{846}{3.115}$$

$$n \approx 273$$

Thus, the study used a sample size of 273 respondents.

Stratified and random sampling techniques were used in this study to ensure a representative and balanced sample of hotel employees and managers. Stratified sampling was employed to divide the population into distinct strata based on the four hotels, ensuring that each hotel's size and characteristics were proportionately represented in the sample. Primary data were used as the source of data collection for this study to obtain firsthand, specific insights into the green human resource practices and their effects on hotel performance in Abuja. Utilizing primary data allowed for direct access to the perceptions and experiences of employees and managers regarding green HRM practices. Data were collected using a structured questionnaire. This method was chosen due to its efficiency in gathering standardized responses from a large number of participants. The questionnaire allowed for the collection of quantitative data on green HRM practices and their effects on operational efficiency, customer satisfaction, and employee satisfaction. It facilitated the systematic collection of detailed feedback, enabling a comprehensive analysis of the study variables and ensuring that the data were comparable across different respondents.

Data were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics were employed to summarize and present the data, providing an overview of the distribution and central tendencies of responses. Inferential statistics, including

multiple regression analysis, were used to examine the relationships between green HRM practices and the performance metrics of operational efficiency, customer satisfaction, and employee satisfaction. The multiple regression models for the study were specified as:

$$\text{Perf}_{SHs} = \beta_0 + \beta_1 (G_{RSP}) + \beta_2 (G_{TP}) + \beta_3 (G_{PM}) + \varepsilon$$

Where, G_{RSP} represents green recruitment and selection practices; G_{TP} represents green training program and; G_{PM} stands for green performance management while Perf_{SHs} stand for the performances of the selected hotels in Abuja, and α is the intercept/slope. Additionally, β_0 , β_1 and β_2 are the regression coefficients or slopes,

4.0 RESULTS

AND

DISCUSSION

A total of 272 questionnaires were distributed to the employees of selected hotels in FCT-Abuja. Remarkably, 262 questionnaires were successfully retrieved, yielding an impressive response rate of 96%. The analysis conducted in this study relies on the data obtained from these 262 questionnaires that were adequately filled and returned.

Test of Hypotheses

However, to substantiate explicitly the analysis given so far above, the regression result or outputs obtained are presented thus below:

Hypothesis One

H01: Green recruitment and selection practices have no significant effect operational efficiency in hotels in Abuja.

Table 1 **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.614	.613	.31866

a. Predictors: (Constant), GRS

Source: SPSS Output Version 27.0.1

Table 1 provides a model summary for the effect of green recruitment and selection (GRS) on operational efficiency in hotels in Abuja. The R value of 0.784 indicates a strong positive correlation between green recruitment and selection practices and operational efficiency. The R Square value of 0.614 reveals that 61.4% of the variance in operational efficiency can be explained by green recruitment and selection practices. The adjusted R Square of 0.613 confirms the model's stability, even

when accounting for the number of predictors in the sample size. The standard error of the estimate (0.31866) shows the average deviation of observed values from the predicted values. Based on these results, the null hypothesis (H01), which states that green recruitment and selection practices have no significant effect on operational efficiency, was rejected. This implies that green recruitment and selection (GRS) practices significantly enhances operational efficiency in hotels in Abuja.

Table 2 **ANOVA^a**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.220	1	42.220	415.785	.000 b
	Residual	26.503	261	.102		
	Total	68.723	262			

a. Dependent Variable: OPE

b. Predictors: (Constant), GRS

Source: SPSS Output Version 27.0.1

Table 2 presents the ANOVA results for the impact of green recruitment and selection (GRS) on operational efficiency (OPE) in hotels in Abuja. The regression sum of squares (42.220) and the residual sum of squares (26.503) indicate the proportion of the variance in operational efficiency explained by GRS practices. The F-statistic of 415.785 is significant at $p = .000$, which is less than 0.05, suggesting that the regression model is

statistically significant. This means that GRS has a significant impact on operational efficiency. Based on this result, the null hypothesis (H01), which claims that green recruitment and selection practices have no significant effect on operational efficiency, is rejected. Therefore, GRS practices significantly improve operational efficiency in hotels in Abuja.

Table 3 **Coefficients^a**

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.069	.147		7.269	.000
	GRS	.760	.037	.784	20.391	.000

a. Dependent Variable: OPE

Source: SPSS Output Version 27.0.1

Table 3 presents the coefficients for the regression model examining the effect of

green recruitment and selection (GRS) on operational efficiency (OPE) in hotels in

Abuja. The unstandardized coefficient for GRS is 0.760, with a standard error of 0.037, indicating that for each unit increase in GRS practices, operational efficiency increases by 0.760 units. The standardized Beta coefficient of 0.784 shows a strong positive relationship between GRS and OPE. The t-value of 20.391 is statistically significant at $p = .000$, which confirms that

GRS has a significant positive effect on operational efficiency. Given these results, the null hypothesis (H01), which stated that green recruitment and selection practices have no significant effect on operational efficiency, is rejected. Therefore, GRS significantly enhances operational efficiency in hotels in Abuja.

Hypothesis two

H02: Green training programs have no significant positive impact on customer satisfaction in hotels in Abuja.

Table 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	.857	.856	.20950

a. Predictors: (Constant), GTR

Table 4 provides the model summary for the relationship between green training programs (GTR) and customer satisfaction in hotels in Abuja. The R value of 0.926 indicates a strong positive correlation between green training and customer satisfaction. The R Square value of 0.857 implies that 85.7% of the variance in customer satisfaction can be explained by green training programs. The adjusted R Square of 0.856 suggests a slight adjustment for the number of predictors, confirming the model's

robustness. The standard error of 0.20950 reflects the typical deviation of the observed values from the predicted ones.

Given this strong relationship, the null hypothesis (H02), which stated that green training programs have no significant positive impact on customer satisfaction, is rejected. The results imply that green training programs significantly enhance customer satisfaction in hotels in Abuja.

Table 5

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.586	1	68.586	1562.739	.000 ^b
	Residual	11.455	261	.044		
	Total	80.041	262			

a. Dependent Variable: CSA

b. Predictors: (Constant), GTR

Table 5 presents the ANOVA results for the model examining the impact of green training programs (GTR) on customer satisfaction (CSA) in hotels in Abuja. The regression sum of squares (68.586) indicates the variation explained by green training, while the residual sum of squares (11.455) reflects the unexplained variation. The F-value of 1562.739 is significantly large, and with a p-value (Sig.) of 0.000, the result is statistically significant at the 95% confidence level.

This means that the green training programs have a significant positive impact on customer satisfaction in the hospitality industry. As a result, the null hypothesis (H02), which proposed that green training programs have no significant positive impact on customer satisfaction, is rejected. The findings underscore that green training is an essential factor in improving customer satisfaction in Abuja hotels.

Table 6 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.491	.089		5.510	.000
	GTR	.883	.022	.926	39.531	.000

a. Dependent Variable: CSA

Table 6 provides the coefficients for the regression analysis, showing the relationship between green training programs (GTR) and customer satisfaction (CSA) in hotels in Abuja. The unstandardized coefficient for GTR is 0.883, indicating that for each unit increase in green training, customer satisfaction increases by 0.883 units. The standardized beta value of 0.926 further emphasizes a strong positive relationship between GTR and CSA. The t-value of 39.531, with a significance level (p-value) of 0.000, confirms that this relationship

is statistically significant.

The implication of these results is that green training programs have a substantial and positive impact on customer satisfaction. Therefore, the null hypothesis (H02), which proposed that green training programs have no significant positive impact on customer satisfaction, is rejected. This finding highlights the critical role of green training in enhancing customer satisfaction in the hospitality industry in Abuja.

H03: Green performance management practices have no significant influence employee satisfaction in hotels in Abuja.

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.895	.16936

a. Predictors: (Constant), GPM

Table 7 provides the model summary for the regression analysis examining the impact of green performance management (GPM) practices on employee satisfaction in hotels in Abuja. The R value of 0.946 indicates a very strong positive correlation between GPM and employee satisfaction. The R Square value of 0.895 suggests that 89.5% of the variance in employee satisfaction can be explained by green performance management practices. The Adjusted R Square, also 0.895, confirms the model's reliability. The standard error of the

estimate is 0.16936, indicating minimal deviation from the predicted values.

The implication of this result is that green performance management practices significantly influence employee satisfaction. Therefore, the null hypothesis (H03), which proposed that green performance management practices have no significant influence on employee satisfaction, is rejected. This highlights the importance of GPM in enhancing employee satisfaction within the hotel industry in Abuja.

Table 8 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.084	1	64.084	2234.258	.000
	Residual	7.486	261	.029		b
	Total	71.570	262			

a. Dependent Variable: ESA

b. Predictors: (Constant), GPM

Table 8 presents the ANOVA results for the regression analysis examining the effect of green performance management (GPM)

practices on employee satisfaction (ESA) in hotels in Abuja. The sum of squares for regression is 64.084, which indicates the

amount of variance in employee satisfaction explained by GPM. The F-value of 2234.258 is extremely high, and the significance value (Sig.) of 0.000 shows that the model is statistically significant at the 1% level. This means the likelihood that the relationship between GPM and employee satisfaction occurred by chance is nearly zero. The implication is that green performance

management practices have a significant impact on employee satisfaction. Therefore, the null hypothesis (H03), which stated that GPM practices have no significant influence on employee satisfaction, is rejected. This suggests that implementing green performance management strategies in hotels is essential for enhancing employee satisfaction in Abuja.

Table 9 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.159	.083		1.919	.056
	GPM	.964	.020	.946	47.268	.000

a. Dependent Variable: ESA

Table 9 shows the coefficients from the regression analysis that examines the influence of green performance management (GPM) on employee satisfaction (ESA) in hotels in Abuja. The unstandardized coefficient (B) for GPM is 0.964, which indicates that for every one-unit increase in GPM, employee satisfaction increases by 0.964 units. The standardized coefficient (Beta) of 0.946 shows a strong positive relationship between GPM and ESA. The t-value of 47.268 and the significance value (Sig.) of 0.000 indicate that this relationship is highly significant.

The implication is that green performance management practices significantly influence employee satisfaction in hotels, as the p-value is below 0.05. Consequently, the null hypothesis (H03), which stated that GPM practices have no significant influence on employee satisfaction, is rejected. This suggests that integrating green performance management strategies is crucial for boosting employee satisfaction in the hotel industry in Abuja.

Discussion of Findings

The study revealed that green recruitment and selection practices have a significant effect on operational efficiency in hotels in Abuja. This suggests that implementing eco-friendly recruitment and selection processes can enhance the operational performance of hotels. By prioritizing candidates who align with environmental sustainability values and incorporating eco-friendly responsibilities into job descriptions, hotels can

improve overall staff productivity and reduce operational costs. The emphasis on hiring individuals with green competencies not only supports the hotel's sustainability goals but also contributes to more efficient and effective operations. These practices help create a work environment that values and supports environmental stewardship, which can lead to better organizational outcomes and a competitive advantage in the hospitality industry. This is in line with Adom and Asare (2023), Dedeoglu and Göğüş (2022) and Garg and Sharma (2023) whom findings revealed that green recruitment and selection positively influenced employee performance by enhancing job satisfaction and organizational commitment, findings indicated that GHRM practices, such as green recruitment, training, and performance management, positively impact environmental performance and employee engagement and findings demonstrated that green HRM practices, such as environmentally focused recruitment, training, and performance management, significantly enhance employee job satisfaction by aligning organizational values with employee expectations. The study revealed that green training programs have a significant positive impact on customer satisfaction in hotels in Abuja. This suggests that when hotels invest in training their employees on environmental sustainability and eco-friendly practices, it enhances the overall customer experience. The positive effects are likely due to employees being better equipped to integrate sustainable practices into their daily tasks, which can lead to improved service quality and more

satisfying interactions with guests. As customers become increasingly aware of and value sustainability, hotels that emphasize green training can differentiate themselves by providing superior service that aligns with eco-conscious values. Therefore, implementing comprehensive green training programs not only supports the hotel's sustainability goals but also directly contributes to higher levels of customer satisfaction and loyalty. The finding agrees with Liu, Wang, and Xu (2023), Yoon, Kim, and Lee (2022) whom findings indicated that green training significantly improves operational efficiency by enhancing employees' environmental skills and practices, leading to more effective resource management and cost reductions, study found that green practices, such as environmentally friendly amenities and sustainable operations, significantly enhance customer satisfaction by aligning with guests' growing environmental concerns.

The study revealed that green performance management practices have a significant influence on employee satisfaction in hotels in Abuja. This suggests that integrating environmental sustainability into performance management processes positively impacts employees' job satisfaction. When hotels recognize and reward eco-friendly behaviours and contributions to sustainability goals, employees are likely to feel more valued and motivated. This alignment of performance management with green initiatives can lead to a more engaged and satisfied workforce, as employees see their efforts toward sustainability being acknowledged and rewarded. Consequently, implementing green performance management practices not only supports the hotel's sustainability objectives but also enhances overall employee morale and job satisfaction. This is in line with Zhang, et al, (2024) and Garg and Sharma (2023) whom study found that green performance management significantly improves organizational performance by enhancing environmental practices, operational efficiency, and employee engagement and study found that green HRM practices, including environmentally friendly recruitment, training, and performance management, significantly enhance employee job satisfaction by aligning organizational practices with employees' environmental values and expectations.

Conclusion and Recommendations

The study has demonstrated that green recruitment and selection practices significantly enhance operational efficiency in hotels in Abuja. This conclusion is supported by the

findings, which show that integrating eco-friendly values into hiring processes and job descriptions, and prioritizing green competencies, positively impacts staff productivity and operational performance. The effectiveness of these practices indicates that environmental sustainability is not only a corporate responsibility but also a strategic asset that can drive operational improvements and cost savings. The positive relationship between green recruitment and operational efficiency underscores the importance of adopting sustainable HR practices to achieve better organizational outcomes.

The study has established that green training programs significantly enhance customer satisfaction in hotels in Abuja. This conclusion highlights the importance of equipping hotel staff with knowledge and skills related to environmental sustainability. By integrating eco-friendly practices into employee training, hotels can improve the quality of service provided to guests, thereby increasing overall customer satisfaction. The alignment of hotel operations with sustainable practices not only meets the growing consumer preference for environmentally responsible businesses but also differentiates the hotel in a competitive market, leading to enhanced customer experiences and potentially greater loyalty.

Recommendations:

- i. Hotels in Abuja should integrate environmental sustainability into their recruitment and selection processes. This includes developing job descriptions that highlight eco-friendly responsibilities and prioritizing candidates with green competencies. Such practices can align the workforce with the hotel's sustainability goals and improve overall operational efficiency.
- ii. Hotels should develop and implement comprehensive green training programs that focus on sustainable practices and resource conservation. This training should be tailored to all levels of staff and integrated into onboarding processes to ensure that employees are well-versed in eco-friendly practices.
- iii. Hotels should incorporate environmental sustainability criteria into performance management

systems. This includes setting clear green targets for employees, recognizing eco-friendly contributions, and including sustainability in performance appraisals.

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