



**INFLUENCE OF SELF DETERMINATION FACTORS AND GREEN HUMAN  
RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE RETENTION  
AMONG HOTEL EMPLOYEES IN NIGERIA**

**By**

**ADEYEFA ADEDAYO EMMANUEL**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra  
Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of  
Philosophy**

**November 2021**

**SPE 2022 11**

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Doctor of Philosophy

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**November 2021**

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Organisations currently seek optimal approaches to mitigate turnover rates and increase employee retention (ER) for various organisational possibilities. Specifically, retention denotes positive organisational credibility, simplified recruitment processes, and improved productivity and incomes. Green Human Resource Management (GHRM) substantially impacts HRM sustainability in bridging the organisational image-sustainable environmental goal gap. Several concerns have been associated with the key determinants of hotel turnover in Nigeria. For example, employees were not intrinsically motivated with many individuals unable to perform optimally, inadequately trained, and lacking employer-employee rapport. Past studies also emphasised the individual and contextual indicators of employee self-development rather than environmental sustainability given its relative novelty in the Nigerian tourism and hospitality industry. This study aims to determine the impacts of SD variables (green personal value or GPV, green self-efficacy or GSE, and employee green behaviour or EGB), GHRM policies (green recruitment and selection or GRS, green training and development or GTD, green performance and appraisal or GPA, green pay and reward or GPR, employee green relations or EGR, and green health and safety or GHS) that affected ER among the hotel employees in Nigeria with empowerment as a mediator given the research paucity involving the self-determination (SD) effect on employee retention [specifically regarding green practices through the self-determination theory (SDT)]. Meanwhile, the Organisational Support Theory (OST) and Self-Determination Theory (SDT) highlighted the underpinning research theories with a quantitative research paradigm under the correlation study methodology. A total of 430 respondents encompassing operational-level staff in seven Nigerian green practice hotels addressed the structured questionnaire. Two statistical software were employed to analyse the collected data: (i) Statistical Package for the Social Science Window Software 23 and (ii) Structural Equation Modelling (SEM) with Smart Partial Least Square (PLS) 3.0. Resultantly, GPV and EGB proved significant in

increasing staff retention among hotel employees in Nigeria. The GTD, GHS, EGR, and employee empowerment (EE) also improved ER among hotel employees in Nigeria. Conversely, GRS, GPA, GPR, and GSE proved insignificant in enhancing ER among hotel employees in Nigeria. Hence, GHRM substantially impacted employee retention in Nigeria with positive correlation values between most variables and retention in the study outcomes. This research expanded the current body of knowledge on ER with OST and SDT in green practice or environmental issue contexts among hotel employees in Nigeria following the (i) inadequate procedures implemented among the Nigerian hotel management and (ii) lack of theoretical growth perspectives. The study also contributed knowledge and guidelines to employers on the GHRM practice effects on hotel ER with relevant implementations. Lastly, potential (particularly cross-sectional) studies are encouraged to compare staff performance between non-green and green hotels across developing countries.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia  
sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**PENGARUH FAKTOR PENENTUAN KENDIRI DAN AMALAN  
PENGURUSAN SUMBER MANUSIA HIJAU TERHADAP PENGEKALAN  
PEKERJA DALAM KALANGAN PEKERJA HOTEL DI NIGERIA**

Oleh

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Pada masa kini, organisasi mencari pendekatan yang optimum untuk mengurangkan kadar pusing ganti dan meningkatkan kadar pengekalan pekerja (ER) untuk memenuhi pelbagai kemungkinan organisasi. Secara khususnya, pengekalan melambangkan kredibiliti organisasi secara positif, proses pengambilan pekerja yang mudah, dan produktiviti serta hasil pendapatan yang lebih baik. Pengurusan Sumber Manusia Hijau (GHRM) memberi impak besar ke atas kelestarian HRM untuk merapatkan jurang matlamat imej organisasi-persekitaran yang lestari. Beberapa perkara telah dikaitkan dengan penentu utama pusing ganti hotel di Nigeria. Misalnya, pekerja didapati tidak bermotivasi secara hakiki, di mana ramai pekerja tidak dapat bekerja secara optimum, tidak diberikan latihan secukupnya, dan hubungan majikan-pekerja yang kurang baik. Kajian terdahulu lebih menekankan penunjuk individu dan penunjuk kontekstual berkaitan perkembangan diri pekerja berbanding kelestarian alam sekitar, berikutan kebaruan relatifnya dalam industri hospitaliti dan pelancongan di Nigeria. Kajian ini bertujuan untuk menentukan kesan pembolehubah SD (nilai peribadi hijau atau GPV, efikasi sendiri hijau atau GSE, dan tingkah laku hijau pekerja atau EGB) dan dasar GHRM (pengambilan dan pemilihan hijau atau GRS, latihan dan pembangunan hijau atau GTD, prestasi dan penilaian hijau atau GPA, bayaran dan ganjaran hijau atau GPR, hubungan hijau pekerja atau EGR, dan kesihatan dan keselamatan hijau atau GHS) yang mempengaruhi ER dalam kalangan pekerja hotel di Nigeria, dengan pemeraksanaan menjadi faktor pengantara kajian. Hal ini berikutan kurangnya kajian mengenai kesan penentuan sendiri (SD) ke atas pengekalan pekerja [khususnya amalan hijau melalui teori penentuan sendiri (SDT)]. Sementara itu, Teori Sokongan Organisasi (OST) dan Teori Penentuan Kendiri (SDT) memfokuskan teori-teori kajian dengan paradigma penyelidikan kuantitatif di bawah kaedah kajian korelasi. Sebanyak 430 orang responden yang terdiri daripada para pekerja peringkat operasi di tujuh buah hotel yang mengamalkan amalan hijau di Nigeria telah dipilih untuk menjawab soal selidik berstruktur. Dua perisian statistik telah

digunakan untuk menganalisis data yang diperoleh: (i) Statistical Package for Social Science versi 23 dalam sistem operasi Windows, dan (ii) Pemodelan Persamaan Struktur (SEM) dengan Kuasa Dua Terkecil Separa (SEM) versi 3.0. Hasil kajian membuktikan kesan GPV dan EGB yang signifikan dalam meningkatkan pengekalan pekerja hotel di Nigeria. GTD, GHS, EGR, dan pemerksaan pekerja (EE) juga meningkatkan ER dalam kalangan pekerja hotel di Nigeria. Sebaliknya, GRS, GPA, GPR, dan GSE tidak mempengaruhi peningkatan ER dalam kalangan pekerja hotel di Nigeria secara signifikan. Justeru, GHRM memberi kesan signifikan ke atas pengekalan pekerja hotel di Nigeria dengan nilai korelasi yang positif dalam kebanyakan pembolehubah kajian ini. Kajian ini menyumbang kepada bidang pengetahuan semasa berkaitan ER dengan OST dan SDT dalam konteks isu alam sekitar atau amalan hijau dalam kalangan pekerja hotel di Nigeria berikutan (i) pelaksanaan prosedur yang tidak mencukupi oleh pihak pengurusan hotel di Nigeria dan (ii) kekurangan perspektif perkembangan teori. Kajian ini juga menambah pengetahuan dan garis panduan kepada majikan berkaitan kesan amalan GHRM terhadap ER hotel melalui pelaksanaan yang bersesuaian. Akhir sekali, kajian lanjutan (khususnya kajian keratan rentas) boleh dilaksanakan dalam membandingkan prestasi pekerja di hotel hijau dan hotel bukan hijau merentasi negara-negara yang sedang membangun.

## ACKNOWLEDGEMENTS

First of all, I thank the Lord's name for the successful completion of my program.

My sincere appreciation goes to my supervisor Associate Professor Dr. Zuraina binti Dato Mansor who gave the greatest possible support, advice, guidance, knowledge, motivations, patience and comments through the writing of this thesis. I owe my gratitude to my co-supervisor, Associate Professor Roziah binti Mohd Rasdi and Dr. Abdul Rashid bin Abdullah for their treasured advice towards the success of this program.

I also appreciate my family for their support and to all that contributed to the completion of this research. May God's blessings be upon all of you.

Lastly, my gratitude goes to Tertiary Education Trust Fund (TeTFund) for sponsoring this study and the management of Federal University of Agriculture Abeokuta (FUNAAB) for granted me the permission to travel for the program.

This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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## Declaration by Members of Supervisory Committee

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- the research conducted and the writing of this thesis was under our supervision;
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## TABLE OF CONTENTS

	Page
<b>ABSTRACT</b>	i
<b>ABSTRAK</b>	iii
<b>ACKNOWLEDGEMENTS</b>	v
<b>APPROVAL</b>	vi
<b>DECLARATION</b>	viii
<b>LIST OF TABLES</b>	xiii
<b>LIST OF FIGURES</b>	xv
<b>LIST OF ABBREVIATIONS</b>	xvi
<b>CHAPTER</b>	
<b>1 INTRODUCTION</b>	<b>1</b>
1.1 Introduction	1
1.2 Study Background	2
1.3 Problem Statement	11
1.4 Research Questions	14
1.5 Study Objectives	15
1.6 Study Significance	15
1.6.1 Theoretical Growth	15
1.6.2 Practitioners	16
1.6.3 Policymaker	17
1.7 Study Scope	17
1.8 Terms and Definitions	18
1.9 Study Organisation	19
1.10 Chapter Summary	20
<b>2 LITERATURE REVIEW</b>	<b>21</b>
2.1 Introduction	21
2.2 Understanding the Concept of Employee Retention	21
2.3 Importance of ER	22
2.4 Hotel Sector Challenges and Limitations	23
2.5 Business Sustainability in Green Practices	23
2.6 Factors influencing Employee Retention	24
2.6.1 Extrinsic Factors	25
2.6.2 Intrinsic (SD) Factors	25
2.7 The Effects of Green HR in an Organisation	29
2.8 The Benefits of Green HRM Practices on Employee	31
2.8.1 The Green Recruitment and Selection	32
2.8.2 The Green Training and Development	33
2.8.3 The Green Performance Appraisal	34
2.8.4 The Green Pay and Reward	35
2.8.5 The Employee Green Relation	36
2.8.6 The Green Health and Safety	37
2.9 Underpinning Theories and models	38

2.9.1	The Organisational Support Theory	39
2.9.2	The Self-Determination Theory	43
2.10	Empirical review	47
2.10.1	Relationship between Green Personal Value and Employee Retention	47
2.10.2	Relationship between Green Self-Efficacy and Employee Retention	48
2.10.3	Relationship between Employee Green Behaviour and Employee Retention	49
2.10.4	Relationship between Green Recruitment and Selection and Employee Retention	51
2.10.5	Relationship between Green Training Development and Employee Retention	52
2.10.6	Relationship between Green Performance Appraisal and Employee Retention	53
2.10.7	Relationship between Green Pay and Reward and Employee Retention	54
2.10.8	Relationship between Employee Green Relation and Employee Retention	54
2.10.9	Relationship between Green Health & Safety and Employee Retention	55
2.10.10	Relationship between Employee Empowerment and Employee Retention	57
2.11	Empowerment as a Motivating Factor for Retention	57
2.11.1	Empowerment as a Mediator in the Relationship between Independent and Dependent Variables	58
2.12	Chapter Summary	59
<b>3</b>	<b>RESEARCH METHODOLOGY</b>	<b>60</b>
3.1	Introduction	60
3.2	Research Paradigm	60
3.3	Research Design	63
3.4	Research Instruments	64
3.4.1	Nominal and Ordinal Scale	65
3.5	Study Population	65
3.5.1	Population and Unit of Analysis	66
3.5.2	Sample Size	66
3.5.3	Sample and Sampling Technique	67
3.5.4	Data Collection Procedure	68
3.6	The Distribution of Questionnaires	69
3.7	Lagos State	69
3.8	Federal Capital Territory Abuja	70
3.9	Mediation	71
3.10	Measurement Scale	72
3.11	Data Analysis	79
3.11.1	The SEM	79
3.11.2	The SEM Analysis: Covariance-Based SEM (CB-SEM) versus PLS-SEM	79
3.11.3	Measurement Structural Model Evaluation with PLS	81

3.11.4	Measurement Model	81
3.11.5	Indicator Reliability	82
3.11.6	Discriminant Validity	82
3.11.7	Structural Model Analysis with PLS-SEM	83
3.12	Pre-Test	86
3.13	Pilot Test	86
3.13.1	Research Instrument Scale Validation	86
3.14	Chapter Summary	87
<b>4</b>	<b>DATA AND RESULT ANALYSIS</b>	<b>88</b>
4.1	Introduction	88
4.2	Preliminary Data Examination	88
4.2.1	Non-Response Rate	88
4.2.2	Data Entry	89
4.2.3	Missing Response Management	89
4.2.4	Data Cleaning and Screening	90
4.3	Outliers	90
4.4	Data Normality	90
4.5	Descriptive Analysis	91
4.5.1	Demographic Analysis	92
4.6	The SEM Assessment	94
4.6.1	Measurement Model Assessment	94
4.6.2	Structural Model Assessment	101
4.7	Path Coefficient Assessment	103
4.7.1	Direct Effect	103
4.7.2	Mediating Effect	104
4.7.3	The Q <sup>2</sup>	105
4.7.4	Overall Hypothesis Results	106
4.8	Chapter Summary	106
<b>5</b>	<b>DISCUSSION AND CONCLUSION</b>	<b>108</b>
5.1	Introduction	108
5.2	Discussions related to Research Objective 1	108
5.3	Discussion related to Research Objective 2	109
5.4	Discussion related to Research Objective 3	112
5.5	Discussion related to Research Objective 4	113
5.6	Discussion related to Research Objective 5	113
5.7	Study Contributions	116
5.7.1	Theoretical Contributions	116
5.7.2	Practical Contributions	116
5.7.3	Policymaker	117
5.8	Recommendation from the Study	118
5.9	Study Limitations	119
5.10	Suggestions for Future Research	119
5.11	Conclusion	120
	<b>REFERENCES</b>	<b>121</b>
	<b>APPENDICES</b>	<b>170</b>
	<b>BIODATA OF STUDENT</b>	<b>185</b>
	<b>LIST OF PUBLICATIONS</b>	<b>186</b>

## LIST OF TABLES

Table		Page
1.1	Real Price Index of Travel and Tourism Contributions to Nigerian Economy (2011-2016)	9
1.2	Operational Definition of Terms	18
3.1	Research Paradigm Summary	62
3.2	The Distribution of Questionnaires	69
3.3	Seven Green-based Nigerian Hotels	69
3.4	The GPV Measurement Scale	72
3.5	The GSE Measurement Scale	73
3.6	The EGB Measurement Scale	73
3.7	The GRS Measurement Scale	74
3.8	The GTD Measurement Scale	74
3.9	GPA Measurement Scale	75
3.10	The GPR Measurement Scale	76
3.11	The EGR Measurement Scale	77
3.12	The GHS Measurement Scale	77
3.13	The ER Measurement Scale	78
3.14	The EE Measurement Scale	78
3.15	Indices for Structural Model Analysis using PLS-SEM	85
3.16	Research Instrument Scale Validation	87
4.1	The Profile of the Respondents	92
4.2	Construct Reliability and Validity Assessment	95
4.3	Fornell and Larcker Discriminant Validity	98

4.4	The HTMT	99
4.5	Discriminant Validity Cross Loadings	99
4.6	Inner VIF Values	101
4.7	The R <sup>2</sup> Result	102
4.8	The effect Size f <sup>2</sup> Result	103
4.9	Path Coefficient Result (N = 430)	104
4.10	Specific Indirect Effect	104
4.11	Cross Validated Redundancy	105
4.12	Overall Hypothesis Testing Results	106

## LIST OF FIGURES

Figure		Page
1.1	Travel and Tourism GDP Contribution (WTTC, 2019)	7
1.2	Nigeria Hotels: Contributions to Employment and GDP (WTTC, 2019)	8
2.1	Eisenberger Diagram of Organisational Support Theory Model	39
2.2	Self-Determination Theory	43
2.3	A research framework depicting the relationship between selected independent variables, mediating variable, and dependent variable (Employee Retention)	46
3.1	Research Design Process	64
3.2	Lagos Map	70
3.3	Abuja Map	71
4.1	Measurement Model	97
4.2	Structural model	105

## LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CB-SEM	Covariance Based-Structural Equation Modelling
CFA	Confirmatory Factor Analysis
CV	Convergent Validity
DV	Discriminant Validity
ER	Employee Retention
EE	Employee Empowerment
EGB	Employee Green Behaviour
EGR	Employee Green Relation
GDP	Gross Domestic Product
GHS	Green Health and Safety
GPA	Green Performance and Appraisal
GPR	Green Pay and Reward
GHRM	Green Human Resource Management
GHR	Green Human Resource
GRS	Green Recruitment and Selection
GTD	Green Training and Development
GPV	Green Personal Value
GSV	Green Self-Efficacy
HRD	Human Resource Development
HRM	Human Resource Management
HND	Higher National Diploma
IC	Internal Consistency
IR	Indicator Reliability

OS	Organisational Support
OST	Organisational Support Theory
SD	Self Determination
SDT	Self Determination Theory
SEM	Structural Equation Modelling
SPSS	Statistics Package for Social Science
SSCE	Senior Secondary School Examination
POS	Perceived Organisational Support
PLS-SEM	Partial Least Square-Structural Equation Modelling
VIF	Variance Inflation Factor
VIT	Variance Inflation Tolerance
WTTC	World Travel and Tourism Council

## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

As organisational performance and productivity were deemed unattainable without staff effort, facilitation, and contributions, workers are responsible for obtaining company aims and plans. For example, hotel staff play a crucial role in assuring that customers enjoy hotel stays for frequent patronage (Faldetta, Fasone & Provenzano, 2013) but the knowledge and strategies in retaining the employee remain an issue (Yan, Mansor, Choo & Abdullah, 2021). Retention strategies substantially influenced industrial success. A sound understanding of the industrial nature and substantial roles involving human resource (HR) policies and approaches could impact ER, which is essential in addressing staff resignation and turnover (Wijesiri Paranagama, Sirirwardhana, Thilakarathna & Weerathna, 2018).

Turnover has caused grave concern and affected most businesses in developing markets, such as Malaysia, South Korea, Singapore, and Taiwan (Wijesiri et al., 2018). Zainol et al. (2015), Maisoon and AL-Balqa (2019), and Murad and nor (2020) asserted the turnover rate documented in the Malaysian hotel sector to be 65.7%. Meanwhile, the number of employees working in the South Korean Travel and Tourism sector decreased by 6.2% from almost 1.4 million in 2019 to 1.3 million in 2020 (WTTC, 2020).

The aforementioned figure proved to be significantly lower than the global average decline of 18.5% following the government job retention scheme (WTTC, 2020). Nevertheless, the overall growth of the hotel workforce in Singapore could decrease to approximately 1 to 2% growth annually until 2020 and further reduce to 1% per year (Kim et al., 2019 & Singapore Tourism Board, 2015).

Shaw and Varghese (2018) opine that retaining highly skilled workers will be more challenging than before with the period of industry 4.0. Employers will find it difficult to minimise attrition. The very important positions and talents demand is expected to move towards technology purposes. Personal development opportunities will become a much more vital reason for good retention performance. More help will be required from the HR department with all these changes (Shaw & Varghese, 2018). Furthermore, human resources need to be aligned and reinvented together with the fourth Industrial Revolution.

Although high turnover rates potentially impacted organisational image and reputation (Gupta & Shaheen, 2017; Ohunakin et al., 2018), Sinniah and Kamil (2017) asserted that finance was not always the key determinant of turnover following empirical demonstrations. Sawaneh and Kamara (2019) stated that although most environmental turnover catalysts could be explicitly directed at management protocols, resolving the retention issue proved challenging for organisations (financial rewards alone proved inadequate). The absence of optimal retention methods led to substantial economic and employee turnover complexities (Sawaneh & Kamara, 2019). Regarding leadership style and employee turnover, Alkhawaja and Arwa (2017) and Kamalaven et al. (2019) mentioned that leaders should clarify individual judgments, biases, and predictions in people management as inconsistent staff treatment led to high turnover. The following section discusses the study background.

## **1.2 Study Background**

Given the essentiality of professional talent attraction and retention for successful businesses, high staff turnover adversely affected the bottom line as staff substitution could lead to a substantial loss of profit and cost to overall business effectiveness (Ohunakin, 2020). In other words, organisational success is almost impossible if workers constantly resign. Based on McKinsey and Company's study, Scott-Keller (2017) asserted that competent employees were 400% more productive than their average counterparts.

Additionally, ER saved organisations from screening, interviewing, and training new staff and secured organisational trade secrets, operations, customers, and culture. In Aykan (2017), organisations strived to be a part of the solution than the issue post-2000s by incorporating green business and management practices. In encouraging and maintaining competitive advantage and environmental conservation, efficiency and consciousness required evaluation in line with all HR prerequisites (ranging from staff training to recruitment and performance analysis to rewarding). Although the tourism and hospitality sector encompassed restaurants, resorts, hotels, transportation, airline catering, and entertainment establishments, the hotel sector was selected following its rapid growth as one of the most environmentally damaging industries (Yusoff, Nejati, Kee, Amran, 2018 & Islam et al., 2020).

Staff turnover has also become a global concern in the hotel sector as hospitality businesses encounter difficulties in retaining competent staff (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 following high replacement costs and low productivity.

Despite much ER research in Asia (with several European studies), very few emphasised developing nations (Walid et al, 2021; Yaojian & Anna, 2021; Ohunakin, et al. 2020; Komal & Samina, 2018). Additionally, most human resource management (HRM)-oriented studies on Bangladesh, Malaysia, China, Thailand, India, and Pakistan (Komal & Samina, 2018; Yaojian & Anna, 2021; Nazrul et al. 2019; Anupong & Sangkae, 2019; Ann, 2017; Kumar & Kavitha, 2018) regarding HRM implementation impacts on ER generally encompassed banking, hospitality, tourism, manufacturing, information technology (IT), and telecommunications industries (Arvindraj & Jaya, 2019; Komal & Samina, 2018; Nazrul et al. 2019; Kelly et al. 2021; Jung, 2020; Yan, et al. 2021).

Following multiple studies (Bello & Bello, 2021; Jung, 2020; Ericka, 2021; Yan, et al. 2021), the hotel sector reflected the highest staff turnover. Over the years, high turnover statistics were indicated within the hotel sector in different nations. For example, the hotel employee turnover rate in Istanbul was 21.9% in 2013 (Bello & Bello, 2021; Emiroğlu et al., 2015) Additionally, America indicated an overall turnover rate of 66.3% in 2014 (National Restaurant Association, 2015) while the rate in Bangkok reached 27.6% (Bello & Bello, 2021; Chen, et al., 2014; Tongchaiprasit & Ariyabuddhiphongs, 2016). In Malaysian hotels, staff turnover indicated an annual average of 65.7% (Bello & Bello, 2021; Maisoon, 2019; Zainol et al., 2015; Kalidass & Bahron, 2015) while the Australian hotel sector highlighted a 48.64% turnover rate (Akgunduz & Sanli, 2017).

Intentional and unintentional layoffs denote two employee turnover types (dismissals and other departures encompassing retirement and death) (Al Mamun & Hasan, 2017). Intentional turnover occurs when employees voluntarily leave the company. Reportedly, the intentional quitting rate within hospitality was 50.3% in 2015 (National Restaurant Association, 2016). Additionally, approximately 60 to 70% of all staff turnover in hospitality was deliberate (Forbes.com, 2018). In recent reports, high staff turnover has become a global phenomenon averaging between 200 % and 300 % annually (Bello & Bello, 2021; Guzel et al., 2007; Narkhede, 2014). Past studies also highlighted the turnover cost to be one-third of a new worker's annual salary for staff substitution following hotel sector attrition (Twum, 2015; Lockyer, 2007).

Although ER significantly influenced organisational success, staff retention was a substantial industrial concern as high turnover rates deterred organisational goal attainment (Khalid & Nawa, 2018). Retention enhancement was highly regarded to lower substitution, employment, and training costs (Khalid & Nawa, 2018). The cost of labour turnover in the hotel industry is expensive and disrupts business operations (Akgunduz & Sanli, 2017). Company leaders are currently aware that worker substitution costs more than retention (Guilding et al., 2014), which is an imperative factor in human resource activities arising from the selection of appropriate workers and continuous retention programmes for employees to be engaged with the company. Notwithstanding, ER remained a grave concern, specifically in hospitality (Zahoor & Ijaz, 2015).

Despite the presence of established companies for active ER policies and employee demand fulfilment (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, retaining skilled employees is a major management problem in an organisation.

Following past literature, management should practice specific approaches that would attract and deter staff turnover through two-way communication and improve staff commitment and innovativeness (Sawaneh & Kamara, 2019). Specifically, companies with high staff turnover must identify novel methods and catalysts for ER (Halim et al., 2020). For example, ER approaches could be implemented by managers to encourage or motivate workers to remain within the organisation (Deeba et al., 2015).

Although companies with efficient HRM implementations consistently fulfilled and sustained organisational goals (Halim et al., 2020), knowledge of ER practices in hotels to minimise rapid staff turnover remained scarce (Lilian, 2013; Griffeth et al., 2000). Past research denoted that high intentional turnover rates that compromised service-oriented companies were 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).

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 (Bombiak & Marciniuk-Kluska, 2018; Renwick et al., 2008) 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).

In Kim et al. (2019), GHRM supported employees' organisational commitment, sustainable actions, and the environmental performance of hotels with recommendations for hotel management to develop GHRM policies through HR managers. The GHRM proved essential in environmental management as the HR component catalysed conducive company goal attainment (Paille et al., 2014; Bohdanowicz et al., 2011; Jabbour & Santos, 2008). Notably, GHRM denotes the implementation of HRM functions that positively affect employee pro-environmental behaviours and ultimately support proper organisational environmental performance (Elshaer et al., 2021 & Chaudhary, 2020). In this vein, GHRM could be perceived as the connection between organisational image

and long-term environmental goals under sustainable HRM (Zhao, Liu & Sun, 2020).

Despite ER-oriented research from a financial (Pavitra, 2017), motivational (Trost et al., 2016), psychological (Saeed et al., 2019), behavioural (Ali & Wael, 2018), and leadership (Abderrahman, 2018) viewpoints, studies on ER through GHRM (to decrease hotel turnover or increase retention) remained lacking. Relevant research also emphasised low management support regarding staff rights that elevated turnover rates in Nigeria.

The global emergence of the COVID-19 pandemic adversely affected employee retention with large-scale economic downturns, s, unemployment, inconvenient living adjustments, and the early demise of loved ones (Schlegelmilch, 2020). Undeniably, this viral outbreak has impacted one's psychological and mental well-being. For example, Labrague and De los Santos (2020) revealed that 37.8% of individuals with perceived fear of COVID-19 experienced low work satisfaction with intentions to resign.

In Zhang et al. (2020), low occupational mental health impacts performance, interpersonal communication, productivity, commitment, and work satisfaction. Research on healthcare workers disclosed work satisfaction to have an inverse relationship with intentional turnover where employees voluntarily resign from their current job within a specific timeframe owing to explicit (internal) and implicit (external) elements (Abd-Ellatif et al., 2021).

This research aimed to examine intentional turnover issues. Essentially, workers voluntarily resigned following dissatisfaction, insufficient motivation, or other work complaints (Coff, 1997; Salman et al., 2016). As inadequately treated employees (as elaborated by Salman, 2016) tended to resign, SDT [established by Deci and Ryan (1986) as a self-motivation theory] was deemed appropriate and acceptable in the research setting. The self-determination theory (SDT) was selected following descriptions from individual viewpoints with three innate and universal psychological need categorisations (competence, rapport, and autonomy) (Deci & Ryan, 1986). Specifically, three intrinsic SD variables (personal value, self-efficacy, and positive individual behaviour) were incorporated into this study.

This research also incorporated organisational support theory (OST) by Eisenberger et al. (1986) as the underlying study theory to completely explain the required management support in encouraging positive implementations and committed organisational members for affirmative results (loyalty or retention). Following OST, rewarded workers who felt accountable in facilitating company goal attainment would portray high commitment and overall organisational performance.

The aforementioned theory emphasised primary elements (integrity, rewards or work conditions, and supervisory aid) that subsequently supported the six GHRM elements (green recruitment and selection, green training and development, green performance appraisal, green pay and reward, employee green relation, and green health and safety) following Joseph (2019) and Renwick et al. (2013). The mediator (employee empowerment) was applicable in the research setting if incorporated into a company to decrease turnover rates and elevate retention. Moreover, Renwick et al. (2013) proposed HRM implementations as the most optimal company goal attainment. Likewise, Alkhandari (2009) denoted that such retention methods were equally acknowledged to be highly efficient for high staff retention or attraction. As empowerment established a conducive context to monitor and omit incompetent elements (Abderrahman, 2018; Arnold et al., 2000) for high staff autonomy, worker empowerment was utilised as a study mediator to depict the independent-dependent variable correlation.

Past research also implied that operation-level staff reflected increased turnover rates than supervisory and managerial-level counterparts (Lee & Way, 2010). Although supervisors were more professionally engaged with reduced turnover intentions compared to lower-level staff, Carbery et al. (2003) revealed that operational-level workers demonstrated improved turnover rates as opposed to supervisory and managerial-level counterparts.

Despite increased literary awareness of global sustainable implementations in organisations, research on less-developed nations (Nigeria) remained lacking (Muazu, 2017). 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.

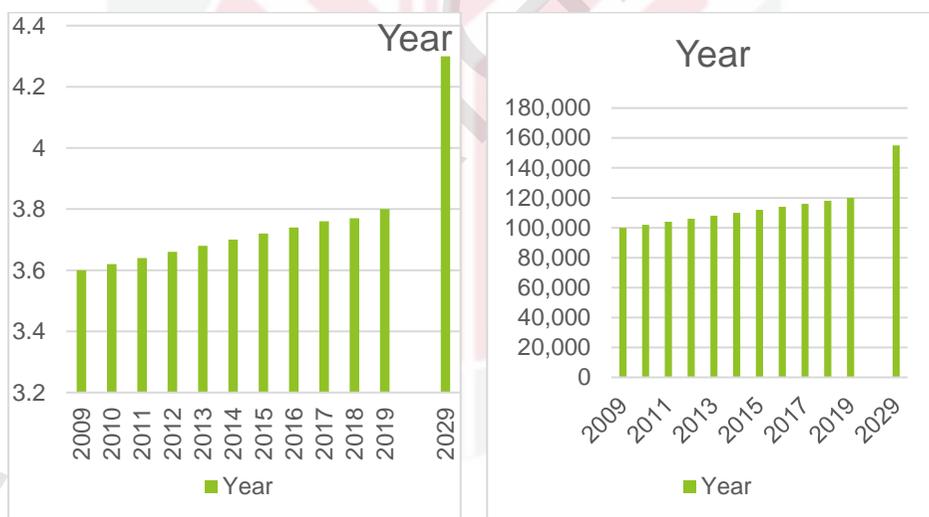
It is appropriate to state that no valid data has been recently published on the Nigerian hotel labour turnover rates and costs (Bello & Bello, 2021). However, the adverse effects of labour turnover, such as poor hospitality services to decline in the hospitality industry. Hotel occupancy rates characterised hotel organisations in Nigeria. Recently available hotel performance statistics have demonstrated that the hotel occupancy rates in Nigeria pre-COVID-19 are nose-diving (JII, 2016, 2017 & 2018), hence resulting in the under-utilisation of the physical capacity of hotel facilities, including revenue loss. Other observable symptoms of the adverse effects of employee turnover in the hotel industry in Nigeria State include a reduction in employee morale and negative and psychological consequences on employees among others.

However, Eko Hotels and Suites (one of the largest Nigerian hospitality providers) recently launched a “green initiative” that motivated all Nigerian hotels to adopt environmentally conducive practices (Nwosu, 2019). As the Eko Hotels and Suites green initiative programme positively and significantly induced low energy consumption, specific water preservation practices were incorporated (hotel equipment and amenities were eventually substituted with biodegradable

counterparts) while hundreds of children were sanitised to minimise carbon footprints (Nwosu, 2019).

Immediate environment and world community-oriented complexities facilitated green initiative practices with training and re-orientation programmes. Consequently, hotel staff should be environmentally accountable and aware of how individual deeds impact the environment (Nwosu, 2019). Although environmentally-responsible implementations have garnered worldwide attention from practitioners and scholars, research on Nigerian multi-national hotels remains lacking (Ojochenemi & Azilah, 2019).

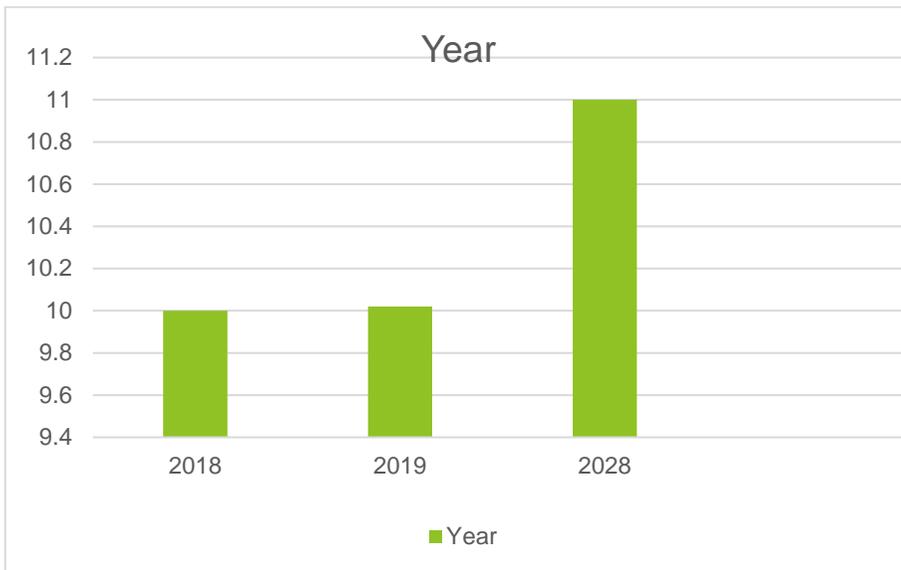
Meanwhile, travel and tourism contributed USD 2,750.7 billion (3.2% of GDP) to Gross Domestic Product in 2018 with an anticipated rise (3.6%) to USD 2,849.2 billion in 2019. The increase essentially demonstrated the financial activities produced by specific sectors (hotels, travel agents, airlines, and other passenger transportation services) excluding commuter services. Notably, restaurants and leisure activities (explicitly facilitated by tourists) also encompassed economic activities. Employment and GDP contributions of travel and tourism graph are presented below:



**Figure 1.1: Travel and Tourism GDP Contribution (WTTTC, 2019)**

The overall travel and tourism GDP contribution (including wider consumption and sales impacts and supply chain) was USD 8,811.0 billion (10.4% of GDP) with an anticipated rise of 3.6% to USD 9,126.7 billion (10.4% of GDP) in 2019 and 3.7% (per annum) to USD 13,085.7 billion by 2029 (11.5% of GDP). In Figure 1.2, international and local spenders on tourism services and products rose slightly between 2018 and 2019 and with an anticipated rise in the year

2028. Contributions of Nigeria Hotels towards employment and GDP graph are presented below:



**Figure 1.2: Nigeria Hotels: Contributions to Employment and GDP (WTTC, 2019)**

Following Table 1.1 international and local spenders on tourism services and products rose annually (approximately 3 to 4%) between 2011 and 2016. The explicit national contribution of NGN 1,861.4 billion in 2015 increased the awareness of essential domestic tourism and sectoral investments. Likewise, the sectors have gradually contributed to employment opportunities (skilled, unqualified, semi-skilled, and induced work from industrial offshoots). Despite the hospitality industry being significant and contributing immensely to many national GDPs, the survey data has shown an endemic voluntary turnover rate in the hotel sector, which was estimated to range from 30 to 300%, which was far higher than other industries (Yan et al., 2021). The table below presents the price index of Travel and Tourism contributions to the Nigerian economy.

**Table 1.1: Real Price Index of Travel and Tourism Contributions to Nigerian Economy (2011-2016)**

S/N	Nigeria Real price in NGR BN	2011	2012	2013	2014	2015	2016
1	Visitor exports	153.1	132.8	120.9	113.6	104.9	211.3
2	Domestic expenditure (including government expenditure)	2,300.3	2,538.4	2,777.1	2,885.3	2,862.9	2,874.3
3	Internal tourism consumption of (1 + 2)	2,453.4	2,671.2	2,898.0	2,998.9	2,967.8	3,085
4	Tourism purchase involving good imported (supply chain)	981.0	-1,61.4	-	-	-	-
				1,138.9	1,181.4	1,181.1	1,224.3
5	Direct travel and tourism contribution (= 3 + 4)	1,472.4	1,609.8	1,758.2	1,817.5	1,786.8	1,861.4
6	Other final domestic supply chain impacts (indirect and induced)	879.8	961.9	1,050.6	1,086.0	1,067.7	1,112.3
7	Investing in capital	790.5	832.6	993.5	1,079.9	1,134.1	1,129.4
8	Collective government expenditure	19.6	19.8	18.3	17.7	19.0	18.2
9	Imported direct expense goods	-574.0	-507.9	-233.4	-130.5	-157.8	-155.8
10	Induced	705.9	823.8	1,035.3	1,109.4	1,109.1	1,158.9
11	Total travel and tourism contribution (= 5 + 6 + 7 + 8 + 9 + 10)	3,294.2	3,740.1	4,622.5	4,980.0	4,958.8	5,124.3
12	Employment impact (*000) of direct travel and tourism employment contribution	630.9	596.4	66.1	659.6	634.9	649.3
13	Total travel and tourism employment contribution	1,397.5	1,397.5	1,752.0	1,820.5	1,774.3	1,792.8
14	Other outbound travel expenditure indicators	1,525.0	1,393.8	1,309.5	1,295.3	1,557.8	482.2

[Adapted from WTTC Nigeria Outlook (2017)]

Essentially, Nigeria is categorised into pre- and post-freedom periods with the post-freedom or colonial-era ranging between 1900 and 1960. Although the notion of a commercial industry offering lodging to visitors and travellers was previously unknown, lodging in the form of catering houses (to accommodate colonial government officials, families, and travellers) was evident at the beginning of the colonial period (Belinda Nwosu, 2016; Whiteman, 2012).

The Grand Hotel and Bristol Hotel denoted the first commercial establishments in 1942 (Belinda, 2016; Flint, 1983). The advent of cross-regional travel for commerce, politics, and other reasons was palpable from 1960 to 1965, hence leading to government-owned accommodations in major cities, including the Presidential in Port Harcourt and Enugu in 1963 and the Premier Hotel in Ibadan, Oyo State in 1966 (National Bureau of Statistics, 2015). Specifically, Nigeria is classified into six political areas (North-East, North-West, South-South, North Central, South-East, and South-West) post-independence with a current estimated population of 200 million with 36 states.

Many hotels were established and operated during the oil excess period in the 1970s (specifically 1979), such as the Festac 77 Hotel in Lagos Durbar Hotel, Lagos, Durbar Hotel in Kaduna, and former Gateway Hotel in Ogun State (National Bureau of Statistic, 2015). Various hotels, such as independent hotel brands across the nation (Sheraton Hotel, Hilton Hotel, Radisson, Blu Hotels, Intercontinental Hotels, Southern Sun, and Intercontinental Hotels) (Hotels. ng, 2018) were established with the drastic increase of the Nigerian hotel market. Additionally, a digital travel agency in Nigeria predicted a total of 13,169 hotels in Nigeria (Hotel.ng, 2019).

Although hotels (as one of the travel and tourism sector groups) offer essential goods and services to travellers globally, hotels and tourism are rapidly becoming one of the foremost Nigerian GDP contributors and labour employers as a means of dynamic export and prosperity. The advancement was significantly palpable through progressive industrial growth in 2017 (World Travel & Tourism Council, 2017). The travel and tourism sector in 2017 demonstrated economic equilibrium following the substantial financial setback in 2016 that adversely impacted the national oil price. Although the hope of recovery proved questionable with the significant financial downturn, some improvement was highlighted by mid-2017. Lagos State is the commercial centre of the country which has the largest hotel market followed by Abuja, the political capital and seat of government.

The tourism and hospitality industry being a vital sector, hotels are obliged to protect and maintain the aesthetic quality of the environment following the enriched environmental quality (Ojochenemi & Azilah, 2019). The increasing calls for conservation of biodiversity have motivated several multinational hotels companies to take the necessary steps to encourage sustainability but this became necessary because it is relatively new in the context of the Nigerian tourism and hospitality industry (Ojochenemi & Azilah, 2019). Moreover, most hospitality graduates are not motivated to follow the hospitality dream but opt for available job opportunities in other sectors with less prevalence of informal or contract employment.

Also, the owners within the industry often choose the unskilled practitioners and cheap labour over the hospitality graduates because of the belief in Nigeria that “pure academic success does not predict professional success or that any graduate with any certificate can fit in any sector of the economy (Adeola & Ezenwafor, 2016). The consequence of this belief, coupled with the global trend of employment in the sector, combined with graduates’ lack of practical experience to complement or balance academic knowledge, is the eventuality that Nigeria today is teeming with graduates with hospitality and tourism certificates who would prefer to work in banks and other sectors of the economy Nigeria hotels has labour but with scarce talent” (Nwosu, 2016).

Most hospitality graduates are not motivated to follow the hospitality dream but opt for available job opportunities in other sectors with less prevalence of

informal or contract employment. In the industry, it would not be inappropriate to advise that the graduates of hospitality programmes should be accorded management status rather than be employed as stewards, which makes the job unattractive to the certificate holders of hospitality management (Nwosu, 2016). Thus, job seekers who are trained for the hospitality business are often forced to opt for jobs in banking, oil and gas and other well-paid service sectors.

Nwosu (2016) affirm that the management of human resources in Nigerian hotels has room for improvement. Much depends on the way people are treated within the organisation and the level of trust that is established (Ogunyemi & Nwosu, 2015). Within reasonable limits, management should be concerned that employees are not debased by the work environment and that human dignity is preserved.

On the other hand, employees should respond with loyalty to the organisation. The interaction of people within an organisation creates a social environment that feeds on relationships (Ogunyemi & Nwosu, 2015). It is the breakdown in this employment relationship that has helped to foster the adversarial relationship that exists between employers and employees in Nigeria (Ojeme, 2015). On the part of employers, taking an interest in employee welfare should be considered an indispensable element for managing people effectively. The following section presents the study problem statement

### **1.3 Problem Statement**

ER denoted one of the most intricate phenomena following human subjectivity (Wijesiri et al., 2018). Nevertheless, staff turnover implied a grave industrial concern as the hospitality sector reflected higher turnover rates than other industries (Bello & Bello, 2021; Yan et al., 2021). In 2016, the National Bureau of Statistics (NBS) stated that staff turnover rates in the Nigerian hospitality sector exceeded 70% while the average turnover rate for all private-sector employment was only 46%. The published NBS statistics was determined through Ohunakin et al.'s (2016) and Akwara et al.'s (2014) studies where (authentic and observed) turnover proved essential for the Nigerian economy, scholars, and practitioners within the local hospitality sector.

One of the major issues identified by Zhou, Li, and Gong (2019) is that employees are not internally motivated, and many of them would revert to old practices. Scholars have also begun to focus on which management strategies can encourage these green behaviours (Norton, Zacher, Parker, & Ashkanasy, 2017). Moreover, Green human resource management (GHRM) is a series of human resource management activities which is consistent with the company's environmental objectives (Renwick, 2012) and can motivate EGB (Dumount et al., 2017 & Tang et al., 2018). Also, previous research focused on two types of predictors of employee self-development: individual and contextual (Zhou, Li &

Gong, 2019). However, no research has looked into the impact of SD on employee retention, particularly in terms of green practices and the environment. Furthermore, while the hotel and tourism industry is unquestionably important for financial success, a lack of human capital is a major concern (Ann, 2017; Liu & Wall, 2006). In Ladkin's (2011) and Metilelu's (2014) Nigeria-based research, most workers did not seem to possess sufficient educational, hospitality, and tourism qualifications or awareness. Also, recent research by Ohunakin et al, (2020) established the same claim that training and development are yet to be established in the hospitality industry in Nigeria which suggested continuous training and development as one of the strategies for managing human resources in Nigerian Hotels. Even educationally qualified staff were not sufficiently exposed or motivated towards improved training and employee performance.

Bodjrenou et al. (2016) claimed that inefficient ER was due to managers' people management strategies and leadership styles that explicitly influenced manpower retention or loss within organisations. It is expected that the Nigerian organisational management should be accountable for staff encouragement, motivation, and retention (for optimal performance), but employees' physiological requirements were disregarded through salary ambiguity, payment, and delays with output and motivation-oriented implications (Babangida et al., 2014). Meanwhile, happy employees tend to remain on the job but business leaders failed to provide incentives that will encourage employees (Hauwa, 2021 & Mullen, 2016).

Another complexity in the Nigerian sector implied that hospitality-oriented work opportunities were commonly observed as menial duties that merely involved cleaning, cooking, and serving (Nwosu, 2016; Babalola & Oluwatoyin, 2014). Thus, insufficient reputable employment in the aforementioned sector potentially led to minimum wages following low work position-oriented competition. Educationally-qualified employees in the hospitality sector are often compelled to choose employment among oil and gas, banking, and other affluent service sectors (Nwosu, 2016; Babalola & Oluwatoyin, 2014). Also, poor work connections negatively reinforced the employer-employee link in the Nigerian hotel sector (Nwosu, 2016; Ojeme, 2015). Hauwa (2021) and Carlino (2017) agree that managers lack good communication and motivation strategies to retain employees and consider the types of benefits offered to employees.

In resolving the aforementioned complexities, Lencer and Omwenga (2016) investigated the factors impacting hotel ER in Mombasa County. Consequently, training and growth, compensation policies, work atmospheres, and leadership styles were related to ER in Mombasa County. Although the study excluded SD and GHRM implementations (connected to green practices), the researcher conceded that sustainable businesses were possible with environmental or natural resource conservation (Elshaer, Sobaih, Aliedan & Azzaz, 2021). In this vein, researchers have recently emphasised "greening" organisations following relevant literature (Chaudhart, 2020).

Iweama (2014) mentioned that green practices required further emphasis although some organisations (Nigeria Breweries Plc) implemented green marketing to some degree. Furthermore, Chukwuka (2018) in Nigeria elaborated that green business initiatives significantly and positively influenced productivity. Nevertheless, past research affirmed that green practice-oriented studies remained lacking. In line with Mbasera (2017), green practices in tourism and hospitality reflected multiple benefits while Jafri (2012) stated that GHRM implementations were essential and valuable in explicitly influencing organisational net profits and enhancing investment returns.

Following the aforementioned studies, SD and GHRM implementation-oriented literature (particularly on ER) in the Nigerian hotel sector remained scarce. According to Ojochenemi & Azilah, (2019), the green initiative garnered worldwide attention from practitioners and scholars but research on Nigerian multi-national hotels remained lacking. One of the few scientific GHRM-oriented studies was performed in the Nigerian hotel industry. At the organisation level, research adopted the organisational support theory (OST) as workers generally perceived how organisations value staff contributions and value (Eiseberger et al., 1986).

The OST outlines fairness (integrity in conducting recruitment and selection, performance evaluation), rewards and conducive environment, freedom, safe and healthy work (growth possibilities and development, salary and safety) and supervisory aid (empowerment and, employee-employer rapport). The OST-based research was performed in hospitality by Gordon et al. (2019), Kim et al. (2020), Qi et al. (2019) and Cheng and Yi (2018) with no studies conducted on the GHRM effects involving hotel ER. Based on several relevant research in emerging nations, studies on Nigerian hotels were recommended to increase GHRM awareness and impacts on Nigerian hotel staff empowerment. At the individual level, the research adopted individual factors derived from the Self-Determination Theory (SDT).

This SDT is used as a supporting theory based on the notion that self-determination is associated with increased psychological functioning (Deci, 1980) where autonomous motivation should lead to positive outcomes and enhance the process of promoting ER. This is in line with Yan et al.'s (2021) study who indicated to retain hotel talents, hotel management should take proper measures to help employees obtain and maintain positive psychological resources and cultivate positive job attitudes which also strengthen their feeling of belonging to their organisations. The SDT outlined three primary elements: self-efficacy, autonomy, and relatedness or the need for competence (self-efficacy), autonomy (personal value), and relatedness or connectedness (individual behaviour).

Empowered and intrinsically motivated workers tended to feel more dedicated, passionate, committed, and satisfied with personal actions. In other words, individuals with positive work behaviour were prone to experience more

engagement and motivation. Although workers required more control over behaviours and goals, past research proposed that SDT (merely encompassing three fundamental needs) should also include security and health desires (Lin et al., 2009; Miles, 2012). The adoption of all three SD variables (GPV, GSE, and EGB) towards hotel ER are yet to be reported from the literature. For instance, few scholars have already utilised these variables from marketing, commerce, and purchasing perspectives (Hu et al., 2016; Arieli, et al. 2020; Sharma & Dayal, 2016; Zafar, 2017; Gleim et al., 2018; Dabija et al. 2018). Theoretically, SD variables (GPV, GSE, EGB) on retention through hotel environmental management is relatively scarce, which contributes to the body knowledge of human resources.

The SDT was specifically utilised in this study to address individuals' environmental issues. Additionally, in the research setting, another individual factor that is employee empowerment (EE) is used to be tested as the mediator to solidify the GHRM-ER and SD-ER correlations. Past studies have covered EE as a mediator. For example, Renwick (2013), Sanober et al. (2014), and Shasid (2016) did not utilise empowerment as a mediating variable in the relationship between SD and GHRM and ER, especially in the hotel industry.

#### **1.4 Research Questions**

This study proposed the following research questions based on Nigerian hotel employee retention complexities:

1. What is the relationship between SD variables (GPV, GSE, EGB) and employee retention among hotel employees in Nigeria?
2. What is the relationship between GHRM variables (GRS, GTD, GPA, GPR, EGR, and GHS) and employee retention in the hotels in Nigeria?
3. Is there a significant impact on employee empowerment and employee retention among hotel employees in Nigeria?
4. Does employee empowerment mediate the SD variables (GPV, GSE, and EGB) and employee retention among hotel employees in Nigeria?
5. Does employee empowerment mediate the GHRM variables (GRS, GTD, GPA, GPR, EGR, and GHS) and employee retention among hotel employees in Nigeria?

## 1.5 Study Objectives

The research objectives consist of one general objective and five specific objectives as follows:

General Objective:

This research strived to examine the mediating effect of EE in the relationship between SD variables (GPV, GSE, and EGB), GHRM variables (GRS, GTD, GPA, GPR, EGR, and GHS), and employee retention in the hotels in Nigeria.

Specific objectives:

**Objective 1** Investigate the relationship between SD variables (GPV, GSE, and EGB) and ER among hotel employees in Nigeria.

**Objective 2** Determine the relationship between GHRM variables (GRS, GTD, GPA, GPR, EGR, and GHS) and ER among hotel employees in Nigeria.

**Objective 3** Examine the impact between EE and employee retention among hotel employees in Nigeria.

**Objective 4** Examine the mediating effect of EE in the relationship between SD variables (GPV, GSE, and EGB) and ER among employees in Nigeria.

**Objective 5** Examine the mediating effect of EE in the relationship between GHRM variables (GRS, GTD, GPA, GPR, EGR, and GHS) and ER among hotel employees in Nigeria.

## 1.6 Study Significance

### 1.6.1 Theoretical Growth

From the theoretical growth perspective, this research expanded the theoretical research of ER within the Nigerian hotel context by emphasising green viewpoints. As empowerment implementations were not extensively adopted by companies despite much advocacy (a source of contention for HRM scholars) (Arthur, Herdman & Yang, 2014; Jackson, Schuler & Jiang, 2014; Yin et al., 2018), this research employed empowerment as a mediator in the hotel setting as a contribution to current literature on HRM. This research also explored both the individual and organisational variables but focused only on the effect of self-determination motivation variables and also examined the GHRM impacts on employee retention. The SDT motivation-ER correlation shall contribute towards current literature on motivation (specifically from SD and GHRM viewpoints).

Following OST, GHRM implementations on retention predicted that adequate GHRM implementations could impact ER. Specifically, HRM implementations proved highly essential for workers' happiness, motivation, and retention (Dierendonck et al., 2016). In this vein, the research offered novel insights into SD variables (GPV, GSE, and EGB) with the SDT model for an established theoretical foundation (as a motivator) towards organisational employee commitment and retention.

### **1.6.2 Practitioners**

Ojochenemi and Azilah (2019) reported that Nigerian hotels (specifically multi-national hotels) required empirical examination following insufficient scholarly focus on environmental accountability (highly regarded by practitioners and academics globally). As such, this research would bridge the gap to comprehend optimal implementations towards staff management in hospitality.

The research outcomes could be utilised to offer employers knowledge and guidelines on GHRM practice impacts on hotel ER. In Kim et al. (2019), hotel organisations that efficiently executed GHRM activities would undoubtedly facilitate employees towards organisational pride in environmental protection engagement to reinforce workers' organisational commitment, eco-friendly behaviour, and conducive environmental performance within hotel organisations.

The HR that offered workers efficient green education and training programmes on environmental protection would enable employees to comprehend environmental hotel policies and elevate workers' understanding of environmental conservation values and customers interested in buying green products or services. For example, guests tended to acknowledge and patronise green hotels with efficient environmental shifts for high-income production (Jackson, 2010 & Miller, et al., 2012). Potentially, the initiative offered extensive advantages that encompassed hotel profit, cost minimisation (Ayuso, 2006; Bohdanowicz, 2005; Kasim, 2007), and enhanced reputation (Ayuso, 2006; Nicholls & Kang, 2012; Park, 2009).

This study also served to catalyse non-green hotel management for green initiative adoption. For example, workers' environmental knowledge and awareness benefitted from environmental implementations in hotels (Alonso-Almeida et al., 2017). Resultantly, employees were motivated to participate in green behaviour and practice environmental activities in companies (Chan et al., 2014). Predictably, green hotels could elevate guest satisfaction by improving the observed hotel quality within hotel star ratings (Kim et al., 2016). Moreover, the impact of employees' organisational pride in the hotel sector was holistically identified and reflected for optimal motivation with little or no supervision.

### **1.6.3 Policymaker**

As the research contributed essential knowledge for policymakers to incorporate programmes that facilitated “green initiative” campaigns and practices, the government should offer a conducive atmosphere for green initiative practice success (following environmental issues) among hoteliers. The study also provided essential proof of ER in Nigerian hotels that required the attention of government policies. Finally, the research provided knowledge of government policymakers in initiating “green policies” (relatively unknown by most Nigerian hotels).

### **1.7 Study Scope**

The study scope emphasised SD variables and GHRM implementations and employee retention in the hotel among employees in the Nigeria context. The research focused on employee retention in respect of hotels through two perspectives using SD variables on individual viewpoint and GHRM policies on organisational viewpoint. The research also explored employee empowerment to mediate SD variables and GHRM policies. The study applies the self-determination theory to solve individual issues while adopted also organisational support theory to solve organisational issues.

The researcher could not go beyond seven traced eco-friendly hotels, namely, Eko Hotel and Suite, Protea Hotel, Sheraton Hotel, Blu Radisson, and Four-point Sheraton Hotel in Lagos and Envoy Hotel and Transcorp Hilton in Abuja as this study only emphasised ecological practiced hotels. The study respondents encompassed operation-level hotel employees following past study data that reveal that operational staff were challenging to retain (with operation-level staff turnover at 50%) compared to management-level employees (25%) in the hotel sector (Statista.com, 2018).

Additionally, much research has shown that the differences in turnover rates between the operational staff are 50.74% while the managerial 39.19% (Bello & Bello, 2021; Yan et al. 2021; Akgunduz & Sanli, 2017). As operational-level staff reflected higher turnover rates than supervisory and managerial counterparts following past research (Lee & Way, 2010), this research employed self-reported questionnaires for data collection to minimise deception and sensitivity. Lastly, a quantitative approach was employed using SPSS 23 to analyse respondents' descriptive demography with PLS-SEM. The following section describes the terms and definitions.

## 1.8 Terms and Definitions

**Table 1.2: Operational Definition of Terms**

S/N	Constructs	Definition	Source/Year
1	Retention	Essential factors of HR method from selecting appropriate employees, continuing retention programmes for the employee, and ensuring organisational commitment. Nevertheless, staff retention denoted a primary concern in hospitality.	(Zahoor, 2015)
2	ER	Organisational capacity for ER.	(Cardy & Lengnick, 2011; Melvia, 2016)
3	EE	The extent to which an employee voluntarily engaged in and acknowledged the workplace.	(Greenberg, 1990).
4	GHRM	The methods, processes, and procedures for increasing organisational workforce to benefit individuals, communities, natural environment, and industry.	(Opathat & Arulrajah., 2014)
5	Hotel	An establishment where strangers, visitors, individuals, or groups of people patronised (in a good state of mind) for relaxation and other activities with reservations at an affordable rate.	(Hotel Act, 1956)
6	GPV	Defined as "a necessary goal varying in importance, which serves as a principle that guides the life of a person in an environment" in inducing promising individual attitudes towards the environment.	(Schwartz Stern, 2000) 1992;
7	GSE	Individual beliefs and capabilities to organise and effect courses of action (essential in accomplishing ecological goals).	(Bandura, 1997)
8	EGB	Intentional behaviour that minimises harmful human resource activities in the environment.	(Stern, 2000)
9	GRS	A method of identifying new talent and selecting employees who were exposed to sustainable processes, environmental systems, and sustainable environmental conservation.	(Ullah, 2017)
10	GTD	Employees' professional skills that minimise waste, ensured proper resource utilisation, conserve energy, and mitigate environmental degradation.	(Ullah, 2017)
11	GPA	A means of measuring staff success in the organisational operating system.	(Jabbour et al., 2008; Guiyao et al., 2017)
12	GPR	A means of inducing ER and environmental goal attainment and contribution.	(Jabbour et al, 2013; Guiyao et., 2017)
13	EGR	Employees with environmental values tended to engage in organisational activities and share knowledge of environmental limitations and alternatives.	(Jabbar, 2015; Mandip, 2012)
14	GHS	Policies and programmes on appropriate environmental management by protecting workers and products and services from organisational hazards.	(Iheanacho & Ebitu, 2016)

## **1.9 Study Organisation**

### **Chapter One: Introduction**

The first chapter presents the introduction, study background, problem statement, research questions, research objectives, study significance and scope, the definition of operational terms, and study organisation.

### **Chapter Two: Literature Review**

This chapter outlines the notion and the definition of retention, ER, the key determiners of retention following past studies, self-determination variables (GPV, GSE, and EGB) and GHRM implementations (GRS, GTD, GPA, GPR, EGRs, and GHS), and scientific research on SD variables (GPV and ER, GSE and ER, and EGB and ER). This research focused on two study theory adoptions. Specifically, OST and SDT denoted the two pertinent and extensively discussed underlying theories. Scientific research on GHRM implementations, ER, and study framework also emphasised ER and the mediating impact of empowerment on the study variables.

### **Chapter Three: Research Methodology**

This chapter presents the research paradigm, conceptual theory, study methodology design, target and accessible population, sample size, data gathering and assessment tools, and measurement scale.

### **Chapter Four: Data and Result Analysis**

This chapter presents study data assessment methods and outcomes. In line with the study hypotheses, this chapter outlines data evaluation and findings using SPSS version 23 and Smart-PLS 3.0. The chapter begins with an introduction, followed by data screening and different statistical approaches (treatment of absent data, outlier testing, non-response biases, and normality testing), and study findings.

### **Chapter Five: Finding, Discussions, Contributions, Conclusion, Limitations, and Future research**

This chapter outlines the result discussions, study contributions and limitations, future study recommendations, implementation suggestions, and conclusion.

## 1.10 Chapter Summary

This chapter offered a general study overview as a prelude to the following chapters. Specifically, the chapter elaborated on the introduction, research background, problem statement, and study objectives and questions. The study significance and scope were also provided to garner readers' interest. Lastly, this research specified the thesis organisation and subsequent operational definitions. The following section focuses on the literature review in this study.



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Zrównowazone zarz , adzanie zasobami ludzkimi, Zeszyty Naukowe Politechniki Cz , estochowskiej Zarz , adzanie (2015). 17, 7–16. (In Polish).