Mediating Role of Empowerment on Green Human Resource Management Practices and Employee Retention in the Nigerian Hotel Industry

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Abstract

The aim of this paper was to provide a better understanding of the adoption of GHRM mechanisms to improve employee retention in Nigerian hotels. Specifically, to help managers improve employee retention, as this topic has largely been neglected by researchers studying management in the hotel sector in Nigeria. Therefore, the present study assesses HRM strategies based on responses to 430 structured questionnaires. Data were coded in SPSS23 and analysed using PLS-SEM 3.0. The results show that green personal values (GPV), green recruitment and selection, green training and development, and employee empowerment have positive and significant effects on employee retention. Also, employee empowerment mediates the effects of all other aforementioned variables, except GTD, on employee retention. A notable contribution of this study is the introduction of GPV as an imperative variable that can enhance employee retention in the hotel sector. Managers are encouraged to apply the green HRM strategies discussed in this study, which can be achieved through productive organisational and national human resource development programs. This study emphasises the importance of giving clear and helpful

information to organisations to promote sustainable practices in hotels. As such, green human resource management (GHRM) strategies have recently attracted considerable attention from academics and practitioners worldwide as potential methods for enhancing employee commitment.

Introduction

The hospitality industry is the world's largest and fastest-growing industry—today, hotels are referred to as 'globalisation vehicles' because they accommodate tourists and commercial explorers from all parts of the world (Linge, 2012). Hotels offer short-term accommodation for a set fee (Barkey, 2006), and the hotel sector plays an essential part in the economies of many countries (Duncan, 2005). The hotel industry represents a competitive business sector in which effective human capital management is required to ensure adequate quality and productivity as services are provided (Hanzaee & Mirvaisi, 2011). These matters are also relevant to hotels in Nigeria, which represent the industry's most economically active facilities (National Bureau of Statistics, 2015).

Twum (2015) proposed that turnover is high in the hotel sector because this sector relies heavily on employee services. Staff turnover has become a global concern in the hotel sector as hospitality businesses encountering difficulties in retaining competent staff (Jaworski, Ravichandran, Karpinski, & Singh, 2018 ; Tang, Cai, Liu, Zhu, Yang & Li, 2015). Over the years, high turnover statistics were indicated within the hotel sector in different nations. For example, the hotel industry's annual employee turnover rate is estimated to be between 30% and 300%, much higher than the manufacturing industry's rate of around 35% (Walker & Miller, 2010). The hotel employee turnover rate in Istanbul was 21.9% in 2013 (Emiroğlu, Akova & Tanrıverdi, 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% (Chen, et al., 2014; Tongchaiprasit & Ariyabuddhiphongs, 2016). This matter is considered a pervasive issue in the hospitality industry (Nivethitha, Dyaram & Kamalanabhan, 2014). This notion is supported by Gupta and Shaheen (2017), who indicated that turnover levels are higher in the hotel industry than in other industries. For instance, in 2015, the average turnover rate was 72% in the hotel industry but only 14.8% in the manufacturing industry 19.1% in the banking industry. Employees are an organisation's most vital resource and are considered an organisation's greatest assets—as such, companies must aim to retain their current employees and avoid hiring new recruits (Olaimat & Awwad, 2017). If employees cannot fully exploit their ability and are overlooked and disrespected, they will quit because of the disappointment and pressure they feel when at work (Kakar, Raziq & Khan, 2015). Even if unhappy employees stay with a company, their discontent will adversely affect their performance and productivity (Olaimat & Awwad, 2017).The challenge is to encourage employees to stay employed with a company for as long as possible. Employee retention is a major concern for businesses in any sector, and it remains a crucial issue in the hospitality industry, particularly now amid increases in the servicing sector's growth and labour costs (Twum, 2015). As stated by Choi and Dickson (2009), a hotel's employees and guests determine its success. According to some scholars, problems can arise when administrators fail to address problems related to employee retention (Alexakis, 2011; Kuckusta, Guillet & Lau, 2014).

Many studies on employee retention have been conducted in Asian and Western contexts, as well as in emerging nations (Boxall, Macky & Rasmussen, 2003; Singh, Sharma & Mahendru, 2010; Akter, 2012 & Bal, Bozkurt & Ertemsir, 2014). However, employee turnover remains a global problem, including in Nigeria, especially in the hospitality sector,

which has negative economic repercussions for the country (Ohunakin, Adeniji, & Akintayo, 2016; Akwara, Biu, Abutu, & Okwelume, 2014). Ohunakin et al. (2016) have pointed out that green human resource management (GHRM) practices have not been widely adopted in the hospitality sector in Nigeria. They suggested that GHRM is a crucial aspect to consider when assessing employee turnover (Olaimat & Awwad, 2017)

Very few studies on GHRM have been conducted in evolving countries like Nigeria, despite the widespread knowledge of the importance of sustainable practices available in the market implementation literature (Muazu, Rashid, & Zainol, 2017). Therefore, this study aims to provide a better understanding of the adoption of GHRM mechanisms to improve employee retention in Nigerian hotels. This study adopted employee empowerment as a mediator of all variables. This variable has not yet been reported, and this is the first paper to introduce green personal values (GPV) as a variable to improve employee retention in the hotel sector. Moreover, this is the first empirical paper using PLS-SEM to investigate GHRM practices in Nigeria's hotel sector.

Literature review
GHRM and turnover or retention issues in hotel sectors
One of the most troubling issues faced by hospitality organisations today is the changing employment relationship. This is especially critical because the industry is heavily customer service-oriented. As such, companies rely significantly on human resources to achieve a competitive advantage (Nevehitha, Dyaram & Kamalabhan, 2014). There are various reasons for the high turnover in the hotel industry, particularly among front desk workers. These employees can work at any hour of the day because of the inflexible nature of their jobs, and when they enter the industry, a low skill level is required (Yam & Raybould, 2011). Other specific reasons for turnover in the hotel sector are related to pay, a lack of development opportunities, and poor working conditions, as employees' efforts are not always rewarded adequately (Allen, 2008). Perta, Irshad, and Afridi (2012) and Muhammad et al. (2011) assert that retaining employees is the top priority of an organisation—while recruiting suitable applicants is crucial for a workplace, employee retention is even more important, as hiring and training new employees takes significant time and effort. Other researchers have stated that a hotel's success largely depends on employee recruitment, management, and retention, as employees are crucial to all services provided by hotels (Faldetta, Fasone & Provenzano, 2013). Employees are also considered vital because they contribute their expertise and knowledge to their organisations (Boxall & Purcell, 2003; Twum, 2015). Therefore, Olaimat and Awwad (2017) claim that hoteliers must be able to understand why employees quit so that management can adopt the appropriate changes to prevent further losses (Ongori, 2007). Such changes must be applied both from a management perspective and a sustainability perspective(Robinson, Kralj, Solnet, Goh & Callan, 2014) suggested that employees are likely to remain with a company if the company applies retention tactics such that leaving seems less advantageous than staying with the company. GHRM is an environmentally friendly program that aims to improve work efficiency, reduce costs, and enhance employee engagement (Rani & Mishra, 2014). Nevertheless, the impact of GHRM systems is still rarely reported, despite the apparent need to use and implemented GHRM activities (Jabbar & Abid, 2015).

A comprehensive literature review shows that most studies on green practices in hotels focus on applying green practices, such as using energy-saving appliances and water-efficient equipment, conserving energy, and managing waste (Muazu et al., 2017; Wu, Teng & Hung, 2013). Additionally, it is suggested that the successful implementation of human resource management practices promote the continued growth of a company and allow it to take

advantage of economic opportunities and achieve corporate goals (Yi, Nataraajan & Gong, 2011). Therefore, limited research has been done on the effects of GHRM on employee retention in the hotel industry, while several such studies have been carried out in other fields.

Importance of environmental sustainability in hotel management, including managing employee retention

Managers are under pressure to pursue ethical practices across all aspects of their activities (Mathiyazhagan, K., Govindan, NoorulHaq & Geng, 2013), and participate in sustainable management (Dubey, Gunasekaran & Papadopoulos, 2017). Studies have shown that every organisation must attempt to show their support in human resources practices, including by planning performance assessments with greening incentives (Daily & Huang, 2001). This is because sustainability and productivity issues have a strong relationship are vital to green labour motivation in this current ever-changing and demanding post-industrial revolution era (Jackson, Schuler & Jiang, 2014). Employees should participate in environmental management, which will encourage them to promote pollution reduction and recognise environmental opportunities (Renwick, Redman & Maguire, 2013), and they must be involved in decision-making. Hoteliers need to focus on the hotel industry due to the nature of the job. According to scholars such as Bohadanowicz and Kasim (2006), Mbasera (2017), and Zientara and Novotna (2011), hotels are known for high water consumption, indoor recycling of large amounts of waste, and air quality issues—for instance, European hotels discharge about 13.6 megatons of carbon dioxide constantly (Yusof & Jamaludin, 2013).

To maintain environmental sustainability, businesses are developing and implementing new methods and processes to reduce the negative effects of their operations(Iqbal, 2020). Green efforts made by service industries such as hotels include reducing waste, conserving energy, lowering water usage, and enlightening employees and customers (Bohdanowicz, Zientara, & Novotna, 2011; Rahman, Reynolds & Svaren, 2012). For instance, to protect the environment, Hilton created operational goals, strategies, and eco-friendly programs and established reporting tools to monitor their development. As a result, Hilton globally decreased its water consumption by 14.1% and its energy usage by 14.5% from 2009 to 2014 (Kim, Kim, Choi & Phetvaroon, 2019). Hoteliers who are aware of environmental sustainability and adopt GHRM practices will enjoy a competitive advantage and improve their hotels' productivity, in part by retaining employees.

Theoretical background

Organisational support theory (OST) was proposed by Eisenberger et al. (1986). Recent research shows that higher levels of OST minimise employees' tendencies to quit because they attain a sense of responsibility to aid the organisation through improved job performance and commitment to the organisation (Cheg & Yong, 2018). Also, recognising employees boosts their self-esteem while meeting their needs for acceptance and association (Rhoades & Eisenberger, 2002). OST is categorised into three branches. The first branch is fairness (e.g. being fair during recruitment and performance appraisals and encouraging employees to voice their concerns). The second branch involves rewards and conducive conditions, autonomy, and safe working conditions (e.g. giving good training to enhance employee development, giving generous pay, ensuring the safety of all staff). The last branch is supervisor support (e.g. good employee-employer relationships, staff empowerment, employees' personal value).

Hypothesis development
Green personal values
Personal values are described as "a necessary objective that varies in importance and serves as a principle that guides a person's life in an environment" (Schwartz, 1992). Personal values drive a person to have a positive attitude toward their environment (e.g. Stern, 2000; Han, 2015; Huang & Chen, 2015). As they relate to employee management, values are predictors of many variables such as attitudes and behavioural intentions, both theoretically and empirically (Stern, 2000; Stern & Dietz, 1994; Lee & Chang, 2012). Hong, Geertman and Hooimeijer, (2016) examined the personal values that influence people's choice of green apartments in Nanjing, China. Regarding the limited role of environmental values, Arieli and Sagiv (2019) recently published a research work entitled 'Values at Work: The Impact of Personal Values in Organisations'. However, no scholars have investigated GHRM on employee retention. Therefore the researcher of the current study adopted this variable from components of OST, which significantly aided this study. Based on the above discussion, we claim that employee GPV is positively related to employee retention and propose the following hypothesis:

> *H1a: There is a positive relationship between green personal values and employee retention.*

Green recruitment and selection
Green recruitment is a procedure by which the value of the climate is considered an essential element of an organisation. For example, a company can perform its recruitment and selection processes without using paper (i.e. applications are accepted electronically). Moreover, interviews can be conducted online or over the phone (Harvey, G., Williams, K., & Probert, J. 2013; Jabbar & Abid, 2015).Based on the discussion above, we claim that employee green behaviour is positively related to employee retention and propose the below hypothesis:

> *H1$_b$: There is a positive relationship between green recruitment and selection and employee retention.*

Green training and development
Green training provides employees with the skills and knowledge needed to follow sustainable policies and practices in a way that keeps them motivated. This kind of training strengthens employees' incentives to engage in an organisation with plenty of environmental know-how and skills, which they learn through interacting with experts (Govindarajulu & Daily, 2004; Pham, Tučková & Jabbour, (2019). Green training and development inform staff about the company's importance, train them how to follow waste reduction and energy conservation procedures, and provide them with the ability to solve organisational problems (Shoeb, 2015; Zoogah, 2011). Based on the discussion above, we claim that employee green behaviour is positively related to employee retention and propose the below hypothesis:

> *H1c: There is a positive relationship between green training and development and employee retention.*

Employee empowerment's effect on employee retention
Empowerment increases workers' engagement and interest in a company's success (Sharma, Naman, and Singh, 2018). Harttline and Witt (2004) found that the more loyal a worker is to their company, the better they perform and cope with work stress, and the longer they stay with

the organisation. Thus, companies that fail to empower employees tend to experience high turnover (Wetprasit, 2006). Fock, Chiang, Au and Hui (2011) opine that empowerment improves job performance by bolstering employees' engagement with managers. Following this argument, we propose the following hypothesis:

> H2: There is a positive relationship between employee empowerment and employee retention.

Mediating effects of employee empowerment
The term 'employee empowerment' refers to an employee's ability to go beyond rigid rules when making decisions in unfamiliar situations (Srinivasan & Kurey, 2014). When employees are given the authority to make personal decisions, they learn to quickly identify end activities that harm the company's operations (Roscoe, Subramanian, Jabbour & Chong, 2019). According to Matthews et al. (2003) and Tariq (2014), inspiring employees can help them achieve their motivational goals. This is because motivation promotes inner fulfilment; also, when employees are personally motivated, they are more likely to achieve their objectives (Mougbo, 2013). Abdulraheem and Adebola (2014) and Moorhead (2010) claim that involving employees in the decision-making process encourages them to choose a career path. Employee empowerment also allows them to make important decisions related to their areas of expertise and responsibility, such as setting goals and solving problems.The above discussion led to the development of the following three hypotheses:

> H$_3$a: Employee empowerment mediates the relationship between green personal values and employee retention.
> H$_3$b: Employee empowerment mediates the relationship between green recruitment and selection and employee retention.
> H$_{3c}$:   Employee empowerment mediates the relationship between green training and development and employee retention.
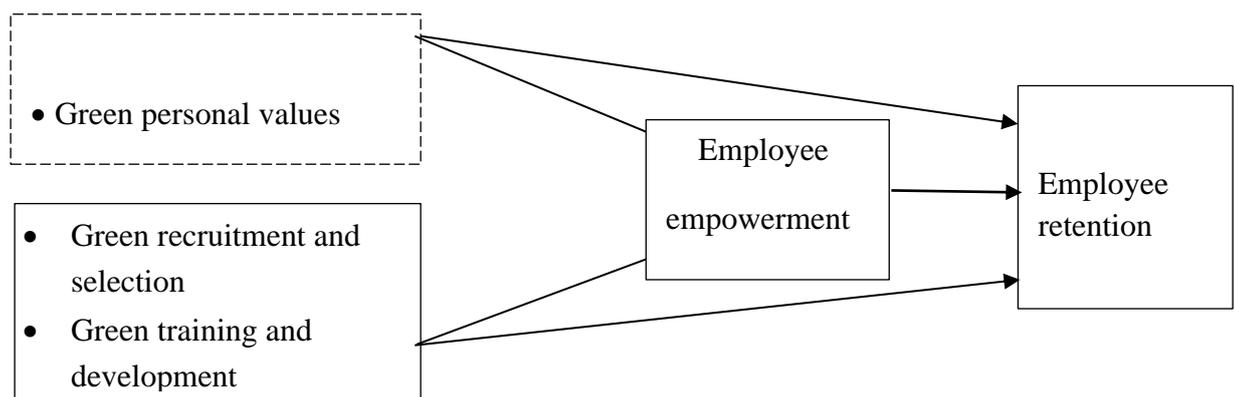
Figure 1: Research framework

Methodology
The researchers collected data from low-level hotel employees working in a green practising hotel in Nigeria. First, the researchers adopted a list of the hotels following green practices from previous studies. Five hotels in Lagos (Four Point by Sheraton Hotel, Blu Radisson Hotel, Protea Hotel, Eko Hotels & Suites, and Sheraton Hotel) were confirmed as having vast knowledge of environmental practices. Another two hotels in Abuja (Hilton Transcorp and

Envoy Hotel) were confirmed as being eco-friendly and environmentally responsible by the Ministry of Tourism, Arts and Culture, Abuja. All seven hotels listed above were selected for this study. The researchers contacted top managers or directors of human resource departments of these hotels. Cover letters mentioning the objectives of the study were also sent to various human resource managers. The purposive sampling method was used is because of the uniqueness and peculiarity of the present study. The empirical method was carried out from April 2020 to January 2021, as it took almost a year to gather data. In the third stage, the researchers designed the structured questionnaire, and the researchers adopted self-administration. The study was conducted in two parts. The first part revolved around gathering demographic information such as the respondents' age, gender, education level, years of experience, monthly salary, and nationality. In the second part, questions were answered using a five-point Likert scale, with possible responses ranging from "strongly disagree (1)" to "strongly agree (5)". These questions were used to measure GPV, green recruitment and selection, green training and development, employee empowerment, and employee retention. The questionnaire was written in English and administered to operation staff (junior staff) because they are the most difficult hotel staff to retain. Out of 460 administered questionnaires, 430 were retrieved without missing data, which translates to a response rate of 94%. We suspect the response rate was high because the questionnaire was self-administered and the research group that administered the questionnaire employed stringent screening to ensure respondents filled out the questionnaires properly.

The majority of the respondents (282, 65.6%) were males, and 148 (34.4%) were females. The age structure of the hotel was as follows: 18-20 years (9, 2.1%), 21-30 years (109, 25.3%), 31-40 years (202, 47%), 41-50 years (82, 19.1%), and 51 years and above (28, 6.5%). Staff with 1-2 years of experience were the most likely to quit, as was the case for 49.3% of these workers. National Diploma (ND/NCE) holders were more common than others. Specifically, 184 (42.8%) respondents had an HND, 160 (37.2%) had a BSc, and 62 (14.4%) had an MSc. Lastly, 147 workers (34.2%) received a monthly salary of #31,000-#50,000, and 66 staff (15.3%) received #51,000-#70,000 monthly. This study uses reflective constructs in its structural model employs and cross-sectional data to establish relationships using the statistical technique of the partial least square-structural equation model (PLS-SEM). This technique is adaptable because it is not constrained by data assumptions, and it is frequently used to build theories due to its high statistical power (Hair et al., 2011). Moreover, according to sample tables, structured equation models with five or more constructs require a sample size of 300/500 (Hair, Ringle, & Sarstedt, (2011); Hair, Black, Babin, Anderson & Tatham, 2006).

Measurement iInstruments
The variables are measured using 26 items. These items, along with the Cronbach's alpha value reported for each dimension, are illustrated in the tables throughout this section.

Green personal values
In previous research, Groot and Steg (2008) obtained a reliability of 0.83 for their items. The table below presents the four items used to measure GPV.

Table 1: Measurement scale for green personal values

Index	Original Items	Modified Questions	Source
GPV_1	Preventing pollution: protecting natural resources	I help in preventing pollution to protect natural resources.	Groot & Steg, 2008

GPV_2	Unity with nature: fitting into nature	I personally appreciate nature and prevent any obstacles.	Groot & Steg, 2008
GPV_3	Protecting the environment: preserving nature	I help in protecting the environment for nature preservation.	Groot & Steg, 2008
GPV_4	Respecting the earth: harmony with other species	I personally contribute and preserve my hotel environment.	Groot & Steg, 2008

Green recruitment and selection

Nejati, Rabiei and Jabbour, (2017) obtained reliability scores of 0.84-0.93 for their items, while Saeed, Hafeez, Khan, Tahir and Afridi, (2019) calculated a value of 0.89. The table below presents the five items used to measure green recruitment and selection.

Table 2: Measurement scale for green recruitment and selection

Index	Original Items	Modified items	Source
GRS_1	Applicants for positions in the company undergo structured interviews including environmental knowledge.	A candidate seeking employment goes through a well-designed interview which includes knowledge of the environment.	Najeti et al., 2017
GRS_2	Before hiring from the outside, the company considers employees with environmental knowledge before choosing the right applicants to fill vacant positions.	Management gives an employee environmental knowledge before selecting them to fill the vacant post.	Nejati et al., 2017
GRS_3	When hiring, the company focuses on applicants with environmental knowledge.	At the point of hiring, this organisation focuses on applicants that have environmental knowledge.	Nejati et al., 2017
GRS_4	My organisation includes environmental criteria in the recruitment messages.	My hotel involves environmental criteria in the recruitment process.	Saeed et al., 2019
GRS_5	My organisation expresses a preference for recruiting candidates who have the competency to incorporate environmental management initiatives in the recruitment message.	My hotel makes reference to competitive applicants who incorporate environmental management initiatives in the recruitment procedures.	Saeed et al., 2019

Green training and development

Nejati et al. (2017) obtained a reliability of 0.91 for their items, while Saeed et al. (2019) obtained a value of 0.89. The table below presents the seven items used to measure green training and development.

Table 3: Measurement scale for green training and development

Index	Original Items	Modified Questions	Source
GTD_1	Give appropriate environmental training for employees to be environmentally conscious.	My hotel gives appropriate environmental training to hotel employees to enhance environmental awareness.	Saeed et al., 2019
GTD_2	Providing environmental training to the organizational members (employees and managers) to develop the required skills and knowledge.	My hotel gives proper environmental training to hotel members (employees and managers) to develop the right skills and knowledge.	Saeed et al., 2019
GTD_3	Takes into account the needs of environmental issues when training requirements are analyzed.	The hotel management considers the needs of environmental issues when training is required.	Saeed et al., 2019
GTD_4	Conducting training needs analyses to identify the green training needs of an employee.	My hotel gives appropriate green practices training needs that should be identified during the course of training.	Saeed et al., 2019

GTD_5	Providing opportunities for everybody to be trained in environmental management aspects	The hotel allows all employees to be trained on environmental management.	Saeed et al., 2019
GTD_6	Formal environmental training programs are offered to employees to increase their promo ability in the company.	Environmental management training is given to an employee to improve their knowledge of green practices.	Nejati et al., 2017
GTD_7	Generally, employees are satisfied with the green training offered.	Employees are satisfied with and appreciate the green training offered.	Nejati et al., 2017

Employee retention

The previous research reliability study was 0.886 (Zopiatis, Constanti, & Theocharous, 2014) and 0.783 (Ann, 2017). The table below presents the five items used to measure employee retention.

Table 4: Measurement scale for employee retention

Index	Original Items	Modified Questions	Source
ER_1	Likely, I will actively look for a new job next year.	It is most likely I will search for a new job between now and next year	Zopiats et al., 2014
ER_2	I often think about quitting my job.	I think about leaving my job.	Zopiats et al., 2014
ER_3	I am happy to have chosen my work in the hotel industry.	I am glad to be working in this hotel.	Ann, 2017
ER_4	I have made the correct choice to have a career in the hotel industry.	I made the best choice to build a career in the hotel industry.	Ann, 2017
ER_5	I will not work in other careers except in the hotel industry.	I will not build a career in other professions except the hotel industry.	Ann, 2017

Employee empowerment

Idris, See and Coughlan (2018) obtained a reliability of 0.852 for their items. The table below presents the five items used to measure employee empowerment.

Table 5: Measurement scale for employee empowerment

Index	Original Items	Modified Questions	Source
EE_1	I have the authority to correct problems when they occur.	I have the autonomy to correct problems when they occur.	Idris et al., 2018
EE_2	I am encouraged to use my initiative when dealing with job-related problems.	Managers enhance me to use my initiatives in dealing with job-related problems.	Idris et al., 2018
EE_3	I do not need management's approval before handling job-related problems.	Management approval is not necessary for dealing with job-related problems.	Idris et al., 2018
EE_4	I am allowed to perform my job the way I think is most appropriate.	I am permitted to do my job the best way I understand it.	Idris et al., 2018
EE_5	While performing my job function, I am able to act independently of my superior.	My superiors allow me to work without their interference.	Idris et al., 2018

Validation of research instrument scale

Construct validity and coefficient of reliability (Cronbach's alpha) analyses were employed owing to their usefulness in assessing a study's objectives and hypotheses. Cronbach's alpha

is used to evaluate the internal consistency of the products related to a given construct. Cronbach's alpha values for all variables were greater than 0.60, thus exceeding the threshold suggested by various scholars (Nunnally, 1978; Nunnally & Bernstein, 1994; DeVellies, 2003). Cronbach's alpha values ranging from 0.604 to 0.878 were specified for all variables. Therefore, it is confirmed that there are no ambiguous statements in the questionnaire that might have confused the respondents.

Data analysis
Data screening
For this study, a total of 430 completed and useable questionnaires were collected. As soon as the information from the questionnaires was gathered, it was input into SPSS software. The data were analysed and screened using simple frequency distributions and descriptive statistics. Straightforward tests were employed to find values that were out of range or coded incorrectly. Furthermore, a frequency test was performed for each latent construct to detect any incorrect, illegal, or missing answers. However, the data input was properly given, as there were no missing, incorrect, or illegal values.

Table 6: Demographic profile of respondents

Demographic profile	n	%
Type of respondents		
Junior staff	430	100
Gender		
Male	282	65.6
Female	148	34.4
Age		
18-20 years	9	2.1
21-30 years	109	25.3
31-40 years	202	47.0
41-50 years	82	19.1
51 years and above	28	6.5
Marital status		
Single	127	29.5
Married	259	60.2
Divorced	31	7.2
Others	13	3.0
Education		
SSCE	24	5.6
OND/NCE	184	42.8
Hnd/BSc	160	37.2
Msc	62	14.4
Experience		
Less than 1 year	4	0.9
1-2 years	212	49.3
3-4 years	111	25.8
5-6 years	48	11.2
6 years and above	55	12.8
Salary		
#10,000 - #30,000	38	8.8
#31,000 - #50,000	147	34.2
#51,000 - #70,000	66	15.3
#71,000 - #90,000	58	15.1
#91,000 - #110,000	39	9.1
#111,000 - #130,000	38	8.8
#131,000 - #150,000	37	8.6

Measurement model

When comparing the items/observed variables utilised to test the measurement model, the first criterion to consider is internal consistency (Götz, Liehr-Gobbers, & Krafft, 2010). According to Chin (1998), the latent construct illustrates the standard internal loadings (absolute correlation) and must exceed 50%. Churchill (1995) proposed that the value should not be less than 0.4, while Henseler et al. (2009) indicated that the value should be greater than 0.70. Table 7 displays the result based on the PLS measurement analysis. The absolute correlations between the construct and its measuring components show that the factor loading ranged from 0.858 to 0.927, which is above the minimum thresholds expressed by Churchill (1979) and Chin (1998).

Table 7: Construct reliability and validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Employee retention	0.858	0.897	0.636
Employee empowerment	0.927	0.945	0.774
Green training and development	0.918	0.934	0.671
Green personal values	0.886	0.921	0.745
Green recruitment and selection	0.891	0.910	0.671

Figure 2 represents the outer loadings of the measurement model. Items allocated to the same constructs show significant relationships, which are confirmed by construct-level reliability. In the present study, construct-level reliability was observed based on composite reliability and Cronbach's alpha values.

Convergent reliability

The constructs' convergent validity was assessed using the average variance extracted (AVE) method, and all loadings were above 0.5 (Table 7). As such, all loadings are acceptable, according to Hair, Hult, Ringle, nad Sarstedt, (2016). Discriminant validity was determined via the Fornell-Larcker criterion (Fornell & Larcker, 1981) and Heterotrait-Monotrait criterion (Henseler, Ringle, and Sarstedt, 2015). The results related to the Fornell-Larcker criterion revealed that the square root of AVE scores is greater than the values indicated in Table 7. Therefore, the AVE values for all latent variables were greater than the recommended value of 0.5 (or 50%), suggesting that each construct could explain more than half of the variance, on average, for its measurement items (Fornell & Larcker, 1981). The measurement model of the reflective constructs was evaluated in terms of measurement model reliability, convergent validity, and discriminant validity. The Cronbach's alpha values of the indicators reveal that all loadings exceeded the minimum threshold value of 0.70. Composite reliability and rho a were used to check each variable's internal consistency—the results showed that the values are acceptable. AVE was used to determine each construct's convergent validity.

Measurement of discriminant validity

The second method for determining discriminant validity was heterotrait-monotrait HTMT, which appears to be superior to the Fornell-Larcker criterion. Henseler et al. (2015) state that HTMT values must be less than 0.90 (Table 9). Based on this recommendation, all values for the current analysis meets the criteria for discriminant validity. Discriminant validity represents a construct's distinction from other constructs. The Fornell-Larcker criterion, HTMT, and cross-loadings represent different approaches to assessing discriminant validity. The Fornell-Larcker criterion is the first criterion that needs to be validated. For the data in the present

study, the square root of AVE scores surpasses the threshold value indicated by the Fornell-Larcker criterion. The correlation coefficient between the variables expresses how closely the variables are related to each other (see Table 8).

Table 8: Discriminant validity based on the Fornell-Larcker criterion

Construct	Fornell-Larcker					Inner VIF		f Square		R Square	Q²
	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y1	Y2		
Employee retention (Y1)	0.798									0.233	0.141
Employee empowerment (Y2)	0.280	0.880				1.096		0.103		0.088	0.063
Green training and development (Y3)	0.330	0.088	0.819			1.014	1.006	0.133	0.008		
Green personal values (Y4)	-0.137	0.251	0.047	0.863		1.070	1.009	0.067	0.060		
Green recruitment and selection (Y5)	0.117	0.152	-0.057	0.081	0.819	1.031	1.010	0.015	0.021		

According to the method utilised, the square root of AVE of any given construct must be greater than the value of the inter-correlations between constructs. In the present study, the square roots of AVE of all constructs are greater than their corresponding inter-correlations (Table 8). The assessment of validity and reliability, therefore, confirms that the measurement model is appropriate. According to Hair, Black, Babin and Anderson (2010) variables are assumed to have collinearity problems when the correlation coefficient values exceed 0.9. Variance inflation factor (VIF) can be applied instead of the correlation coefficient to detect collinearity problems. In Smart-PLS, the VIF value must not be greater than 5 to achieve confirmation that the variables are free of collinearity issues. According to Pallant (2007), VIF values lower than 0.1 or higher than 10 indicate the existence of multicollinearity. No multicollinearity problems were detected in the current study, as all inner VIF values were above 0.1 and below 5. Specifically, the lowest VIF value was 1.014, and the highest VIF value was 1.096, thus confirming the absence of multicollinearity among independent variables (Table 8).

The effect size was calculated using f^2, whereby values between 0.00 and 0.15 indicate a small effect size, values between 0.15 and 0.35 indicates a medium effect, and values above 0.35 indicate a large effect size (Sarstedt, Ringle and Hair, 2017). Four exogenous effect sizes were investigated when investigating the endogenous constructs. One of the exogenous effects (i.e. that of green recruitment and selection) was small, while the remaining three effects (i.e. the effects of GPV, green training and development, and employee empowerment) were large.
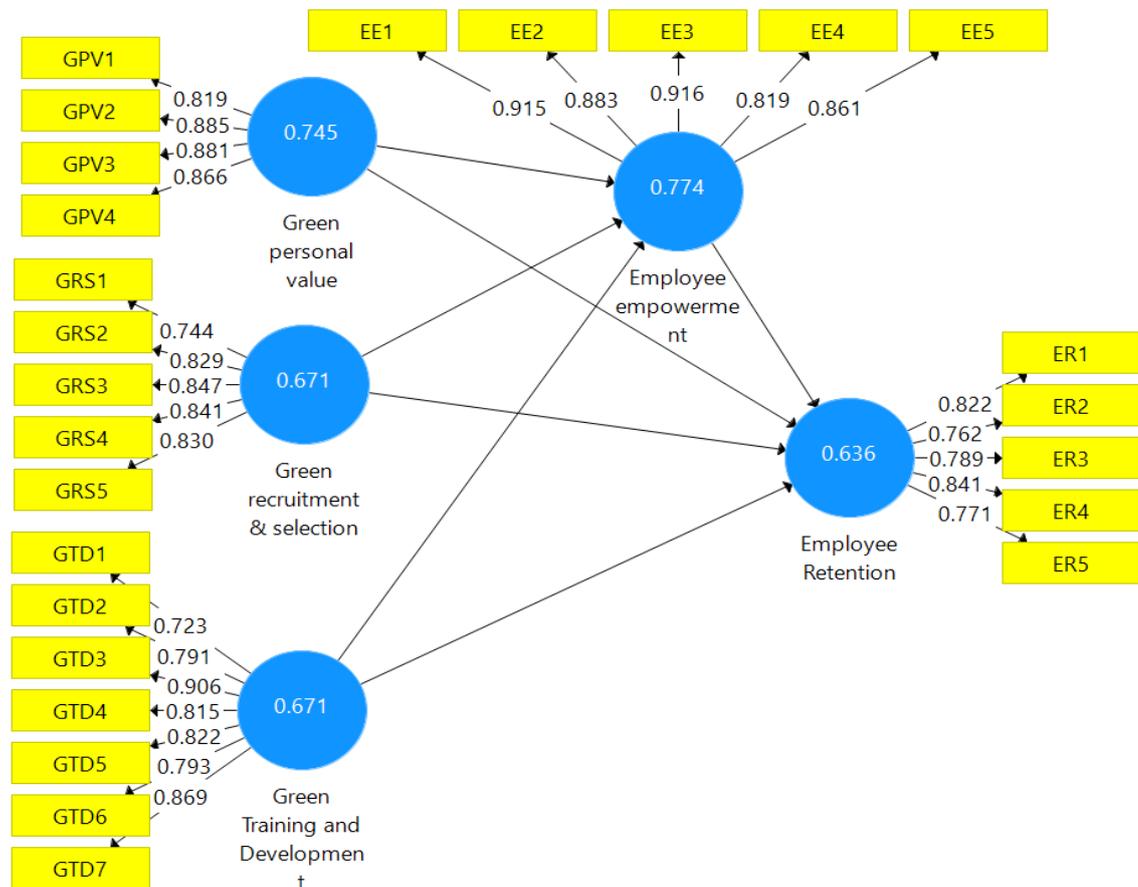
Figure 2: Measurement model
Path coefficient

Direct effect

The PLS structural model's path coefficients can be interpreted as standardised beta coefficients of ordinary least-square regressions. Resampling techniques such as bootstrapping can determine the confidence intervals of path coefficients and statistical inference (Tenenhaus, Mauger, & Guinot, 2010). PLS-SEM calculations evaluate whether a conceptual model or theoretical hypotheses are empirically supported (Hair, Hult, Ringle, & Sarstedt, 2014). The arrows, or paths, indicate the hypothesised relationships between the constructs (Hair et al., 2014). Standardised regression coefficients are path coefficients derived from a PLS analysis (Hulland, 1999). Path analysis has two primary purposes: to explain the associations between characteristics based on a model of cause-and-effect relationships and to estimate how strongly characteristics affect a specific trait (Cyprien & Kumar, 2011). If the p-value is less than 0.05 and the t-value is greater than 1.96, the effect/relationship would be important, as the level for alpha was set at 0.05. The path analysis conducted in this study yielded the following values. H_2: Employee empowerment has a significant effect on employee retention (b=0.294, t=7.692, p<0.05). $H1_c$: Green training and development has a significant effect on employee retention (b=0.321, t=8.596, p<0.05). $H1_a$: GPV has significant effects on employee retention (b= -0.235, t=5.399, p<0.05) and employee empowerment (b= 0.236, t= 5.914, p<0.05). $H1_b$: Green recruitment and selection has a significant effect on employee retention (b=0.110, t=2.211,

p<0.05). Finally, employee empowerment has a significant effect on green recruitment and selection (Table 9).

Table9: Direct effects

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (|O/STDEV)	P Value
Employee empowerment -> Employee retention	0.294	0.294	0.038	7.692	0.000
Green training and development -> Employee retention	0.321	0.325	0.037	8.596	0.000
Green training and development -> Employee empowerment	0.085	0.083	0.054	1.554	0.121
Green personal values -> Employee retention	-0.235	-0.239	0.044	5.399	0.000
Green personal values -> Employee empowerment	0.236	0.236	0.040	5.914	0.000
Green recruitment and selection -> Employee retention	0.110	0.117	0.050	2.211	0.027
Green recruitment and selection -> Employee empowerment	0.138	0.147	0.039	3.506	0.000

Mediating effects

Mediation occurs when a third mediator variable interferes with the relationship between two associated constructs. More specifically, a change in an exogenous construct induces a change in the mediator variable, which, in turn, induces a change in the endogenous construct's PLS path model. The analysis of the mediating effects in the present study yielded the following values (Table 10). H3a: Employee empowerment mediates the relationship between GPV and employee retention (b=0.069, t=0.578, p<0.05). H3b: Employee empowerment mediates the relationship between green recruitment and selection and employee retention (b=0.040, t=2.978, p<0.05). H3c: Employee empowerment does not mediate the relationship between green training and development and employee retention (b=0.025, t=1.537, p>0.125).

Table 10: Mediating effects

	Original Sample(M)	Sample Mean(O)	Standard Deviation (STDEV)	T Statistic (|O/STDEV|)	P Value
Green training and development -> Employee empowerment -> Employee retention	0.025	0.024	0.016	1.537	0.125
Green personal values -> Employee empowerment -> Employee retention	0.069	0.069	0.012	5.578	0.000
Green recruitment and selection -> Employee empowerment -> Employee retention	0.040	0.043	0.014	2.978	0.003

Structural model

Figure 2 shows the structural model of the constructs. First, the VIF of each construct was examined to determine if any collinearity existed (Ringle, Da Silva, and Bido, 2015) (Table 4). Next, the R^2 coefficient, also known as the coefficient of determination, was calculated to measure the model's predictive accuracy.
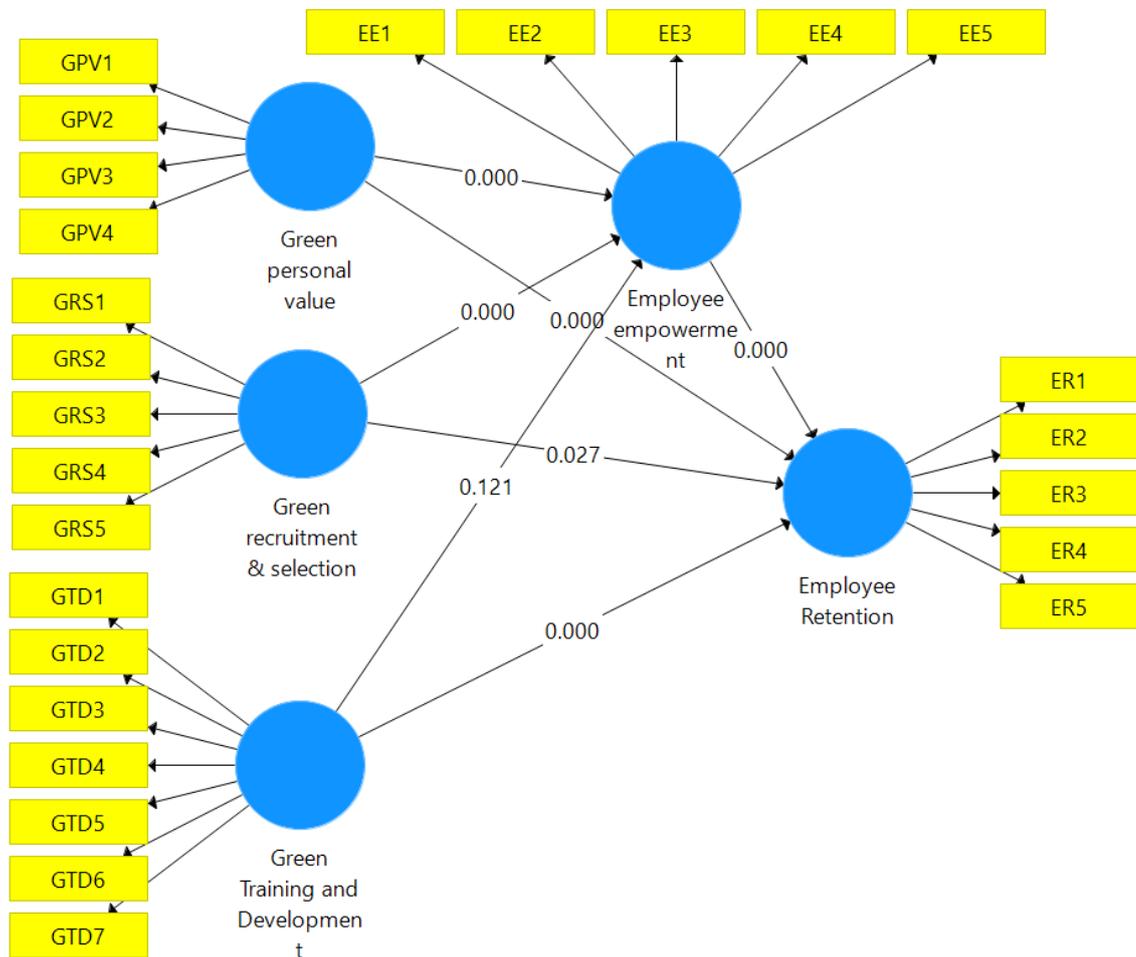
Figure 3: Structural model

Table 11 summarises the study's hypotheses and indicates whether each hypothesis was accepted or rejected based on the overall findings.

Table 11: Overall results hypothesis testing

Hypothesis	Decision
H$_{1a}$: There is a positive relationship between green personal values and employee retention.	Supported
H$_{1b}$: There is a positive relationship between green recruitment and selection and employee retention.	Supported
H$_{1c}$: There is a positive relationship between green training and development and employee retention.	Supported
H$_2$: There is a positive relationship between employee empowerment and employee retention.	Supported
H$_{3a}$: Employee empowerment mediates the relationship between green personal values and employee retention.	Supported
H$_{2b}$: Employee empowerment mediates the relationship between green recruitment and selection and employee retention.	Supported
H$_{3c}$: Employee empowerment mediates the relationship between green training and development and employee retention.	Not supported

Discussion

According to the findings, employees' GPV is related to employee retention among staff working at Nigerian hotels. Stern (2000) agreed with this conclusion, stating that a person's

values can promote a positive attitude toward their environment. Personal values are also crucial to Huang and Chen's (2015) cognitive system, as they influence behaviours and promote conservation in various contexts. Furthermore, the present findings align with those of Steg and Groot (2008), who claimed that GPV reflects a person's belief in a desirable end-state.The findings also indicate that employee retention is directly related to green recruitment and selection. This finding is consistent with the findings of Djabatey (2012) and Ekwoaba (2015), who claimed that appropriate staffing is necessary for a firm to build and maintain a competitive advantage. Also, said recruitments and acquisitions have become critical to organisations, as adequate numbers of individuals with sufficient credentials must be recruited quickly. Furthermore, the results show a significant relationship between green training and growth and employee retention in the Nigerian hotel sector. Recruitment and selection have also become critical to organisations, as individuals must be drawn in large numbers with sufficient credentials on a timely basis, according to the statement.

The findings also reveal a strong link between green training and development and employee retention in Nigerian hotels. This finding aligns with those of Struwig and Smith (2000) and Jabbar (2015), who found that implementing proper green training and development practices improves retention. Mobarez (2018) agrees that organisations should provide environmental training to encourage employees to proactively manage the organisation's environment. According to the present findings, employee empowerment improves employee retention in Nigeria's hotel industry, which is consistent with the findings presented by Shetty and Shetty (2015). They found that empowered employees are more confident and try harder to meet their employers' standards because they have more power in the decision-making process. Except for green training and development, all variables investigated in this study were positively mediated by employee empowerment. Employee empowerment does not mediate green training and development among hoteliers in Nigeria, according to the findings. However, several researchers claim that implementing environmental training and development for employees does improve their environmental performance (Jabbour & Santos, 2008; Renwick, Redman & Maquire, 2008; Renwick &Redman, Maguire, 2013; Ahmad, 2015). The current finding could be due to the lack of a reasonable compensation structure in the organisation—when employees are trained well but not compensated appropriately, they tend to leave for other organisations (Haider, Rasli, Akhtar, Yusoff, Malik, Aamir & Tariq, 2015).

Theoretical implications
HRM researchers are still perplexed that empowerment practices are not widely adopted by businesses (Arthur, Herdman & Yang, 2014; Jackson, Schuler & Jiang, 2014; Yin, Yue, Ying, 2018). The present study used empowerment as a mediator in the Nigerian hotel context, thereby contributing to the current body of knowledge of human resource management. OST proposes that implementing appropriate GHRM practices influences employee retention because HRM practices are critical to employees' happiness, motivation, and desire to stay in an organisation(Dierendonck Van, D., Lankester, A., Zmyslona, M., & Rothweiler, 2016). The present study sheds new light on intrinsic variables such as GPV, which is described by OST as a strong predictor of employee commitment and retention.

Practical implications
Implementing the initiatives described in this study will provide many benefits to hoteliers, including increased revenue, cost savings (Ayuso, 2006; Kasim & Scarlat, 2007), and improved reputation (Ayuso, 2006; Nicholls & Kang, 2012). This study also emphasises the importance

of providing organisations with up-to-date information on the best ways to implement sustainable practices. The findings of this research also encourage non-green hotel managers to take green initiatives. If such initiatives are appropriately introduced and managed, as explained in this study, employee commitment will improve, and the workplace will become healthier. A noteworthy contribution of this study is the introduction of GPV as an imperative variable that can improve retention of employee in the hotel sector.

Conclusion

This study examined the effect of GHRM on GPV, green recruitment and selection, and green training and development, as well as the mediating effect of employee empowerment. Data were collected from seven hotels (five hotels in Lagos State and two in Nigeria's capital city, Abuja) to determine the relationships between these constructs. The results validated the hypothesised positive relationships, as well as the mediation of employee empowerment on all variables except green training and development. As shown in this study, GHRM strategies have become increasingly important for fostering employee engagement, environmental productivity, and competitive advantages. Hotels can implement green actions and improve their capacities to carry out environmental initiatives by adopting green methods, such as enhancing human resources, operating in an environmentally friendly way, and raising workers' awareness of environmental issues. Employee retention improves when such GHRM procedures are followed correctly.

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