



## **Green Recruitment & Selection and Employee Creativity of Hospitality Firms in South-South, Nigeria**

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### **ABSTRACT**

This study examined the relationship between green recruitment and selection and employee creativity in hospitality firms in South-South Nigeria. The cross-sectional survey was adopted, and a total population of one thousand and eighty-six hotel employees from nineteen luxury hotels in South-South Nigeria was covered. Using the authority of Krejcie and Morgan's (1970) sample size determination table, a sample size of two hundred and eighty-five hotel employees was drawn from the population. Purposive sampling was utilised in the study. However, only two hundred and forty-three copies of the questionnaire via Google Forms and an online survey were filled out correctly and were valid. Structural Equation Modelling (SEM) in SPSS-AMOS version 23.0 was used to analyse the nature of the relationship known as path relationships between the bivariate variables. The results of the bivariate analysis revealed that green recruitment and selection had a significant positive relationship with measures of employee creativity. It was concluded that green recruitment and selection relate significantly to employee creativity. While there are challenges to overcome, investing in robust green recruitment processes and fostering a supportive green culture can create a virtuous cycle where creativity thrives and environmental goals are achieved.

**Keywords:** Green Recruitment & Selection, Employee Creativity, Creative Motivation, Creative Thinking, Creative Behaviour

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### **Introduction**

The hotel sector is one of many that is presently focusing on creativity as a key issue for industrial development (Shen et al., 2020). Despite the fact that various studies have shown that the fast expansion of the hospitality sector is a major cause of global environmental degradation due to the high amounts of water and energy used for heating, cooling, and lighting, some hotels have instituted green policies to encourage preservation of the environment in the interest of bettering people's lives (Abdel-Maksoud et al., 2016; Dimara et al., 2017). According to Chan (2008, cited in Luo et al., 2021), the main obstacles to green practices are hotel managers' lack of knowledge and expertise, professional advice, resources, certifiers and verifiers, and the costs of implementation and maintenance. Uncertain outcomes further dampen hotel managers' enthusiasm for implementing green practices. According to Pham, Tuckova, and Jabbour (2019), hotels have challenges when trying to incorporate environmentally friendly practices due to a lack of training and staff involvement. From the point of view of hotel managers, Satchapappichit, Hashim, and Hussin (2015) outlined the following obstacles to green practice implementation in small and medium-sized hotels: the availability of resources (such as financial, human, and time), as well as the knowledge, interests, and motivation of hotel managers regarding good environmental management.

By integrating green management elements into HRM's job design, staffing, training and development, motivation, and maintenance functions, organisations can better encourage environmentally conscious behaviour among their employees, while also meeting their expectations and achieving their goals. The source cited is Shah (2019).

In their study on green HRM methods, Tang et al. (2018) identified five dimensions: green hiring, green development and training, green performance management, green compensation and benefits, and green engagement. According to Jackson et al. (2011) and Ahmand (2015), environmentally conscious hiring practices are crucial components of sustainable HRM. According to research by Dechant and Altman (1994), employees' enthusiasm for working for a company that would enhance their value profile spread like wildfire. Education programmes are a common tool for green problem management in organisational change initiatives (Jackson, Schuler, & Jiang, 2014; Stalcup, Deale, & Todd, 2014). It revealed eco-friendly procedures and communicated corporate principles to alert people about the need for change in the early days of environmental preservation. Theoretically, intervention-based approaches can mould individual behaviour (Wiernik, Ones, and Dilchert 2013). When it comes to learning, development, and organisational transformation, these approaches guide educational philosophy and motivation.

There is a profound impasse in the Nigerian hospitality industry right now. Additionally, due to insufficient sustained innovation, creative abilities, new technology, and automation system adoption, their rate of value creation has been decreasing. A number of factors, such as rising material and energy prices, increased insurgency activities, and severe worldwide competition, contributed to this catastrophe (Nimfa, Yunus, Latiff, Wahab, & Mahmood, 2019).

A number of programmes have been introduced by the hotel sector to demonstrate their support for environmentally conscious innovation; these include eco-labels, sustainable behaviour practices, and environmental management systems (Khan et al., 2012, cited in Abdou et al., 2020). Since pollution can harm the foundation for further industry development, the hotel industry will surely be unable to move forward into the future unless sustainability and resource conservation are fundamental to its business culture (Berezan et al., 2013, cited in Abdou et al., 2020).

According to Cyril, Samuel, Meshach, and Reuel (2019), hotels in Nigeria encounter a number of problems, such as an unstable energy supply, a lack of security, a skewed internal perception, a cynical global perspective, incorrect hotel classification, dissatisfied customers, a lack of operational standardisation, inconsistent regulations, and a scarcity of trained workers, which leads to early deaths (Chinedu, Ebere, & Nwakaego, 2017). Hotels have had to get creative with how they use their limited resources to stay competitive in the face of growing competition.

An increasing number of global hospitality organisations have included creativity into their strategy plans and underlined their commitment to it (Jones et al., 2014). "Our policies and standards set out our position on social, environmental, and ethical issues," is one example of a statement made by the Intercontinental Hotel Group (2022). We are fully committed to fulfilling our responsibilities to ensure that our company's growth aligns with the UN Sustainable Development Goals. We are confident that we can have the greatest impact on seven of these goals by using our global reach and power of scale. In their 2022 annual report, Marriott International highlighted how their sustainability approach helps their business develop while also going above and beyond to save the world's natural resources. Could this, however, be said of Nigeria's hotel sector? This study aims to investigate this important subject by looking at how green recruitment & selection in the hospitality industry in South-South Nigeria affect employee creativity.

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### **Aim and Objectives of the Study**

The aim of this study is to ascertain the relationship between green recruitment & selection and employee creativity of hospitality firms in South-South, Nigeria.

The specific objectives are to:

- evaluate the relationship between green recruitment, & selection and creative motivation of hospitality firms in South-South, Nigeria.
- evaluate the relationship between green recruitment, & selection and creative thinking of hospitality firms in South-South, Nigeria.
- ascertain the relationship between green recruitment, & selection and creative behaviour of hospitality firms in South-South, Nigeria.

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### **Research Hypotheses**

The following null hypotheses were formulated for the purpose of this study.

**HO<sub>1</sub>:** Green recruitment & selection does not significantly affect creative motivation of hospitality firms in South-South, Nigeria.

**HO<sub>2</sub>:** Green recruitment & selection does not significantly affect creative thinking of hospitality firms in South-South, Nigeria.

**HO<sub>3</sub>:** Green recruitment & selection has no significant effect on creative behaviour of hospitality firms in South-South, Nigeria.

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### **Concept of Green Recruitment & Selection**

According to Jabou & Santos (2008), companies have the power to recruit and select individuals who are dedicated to environmental causes. According to several sources (e.g., Ahmand, 2015; Jackson et al., 2011), GHRM practices heavily factor in environmentally conscious hiring strategies. Drawing on prior research (e.g., Renwick, Redman, & Maguire 2013), we provide a brief overview of GRS in relation to the three dimensions of green employer branding, green candidate awareness, and green attractiveness.

For starters, GRS relies on candidates' levels of green consciousness, conscientiousness, and agreeableness—personality traits that help organisations reach their environmental goals. Workers that are good for the environment are more likely to learn about it while they work, which improves their company's environmental performance (e.g., del Brio, Fernandez, & Junquera 2007). According to Milkovich and Boudreau (2000), businesses should implement a battery of tests to screen for applicants who are environmentally conscious and to hire only those who fulfil this need.

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### **Concept of Employee Creativity**

Given its increasing significance across many jobs, professions, and sectors, creativity is frequently seen as an essential asset for businesses in terms of competitiveness (Ferreira et al., 2020; Kršlak & Ljevo, 2021; Lee et al., 2019; Shalley et al., 2004). Companies that prioritise variety, change, and adaptation often see their creative staff as a precious asset (Liu et al., 2017). Indeed, some scholars argue that companies aiming to acquire a competitive advantage should prioritise enhancing the creative capabilities of their employees. According to Ivcevic et al. (2021), employees' creative thinking has a crucial role in the innovation, effectiveness, and survival of organisations. Having creative personnel is essential for organisations that want to foster creativity and innovation (Fuchs et al., 2021).

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## Concept of Creative Motivation

When workers are intrinsically motivated, they are enthusiastic about what they do for a living and are able to put their whole effort into their work (Amabile & Pillemer, 2012). This, in turn, motivates them to learn new skills that will make them more efficient in their roles. According to Gilal et al. (2019), behaviour driven by intrinsic motivation occurs when people act purely out of self-interest. People who are driven by things outside of themselves, including money, fame, or other material possessions, may be considered extrinsically motivated (Li et al., 2020). Because of this, they look for work where the monetary benefits are enough to motivate them. In addition, green incentives encourage these workers to do their part for the environment, which in turn improves their performance. Therefore, the intrinsic and extrinsic motivations of a workforce to engage in environmentally friendly activities are investigated in this research.

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## Concept of Creative Thinking

To increase environmental performance, "green thinking" advocates for eco-friendly business strategies, such as adopting sustainable materials and eco-efficient production processes (Caldera et al., 2019). Those that think environmentally are known as "green thinkers," and they show their support for the planet by doing things like planting trees and flowers and purchasing eco-friendly goods (Ali et al., 2020). An individual's ability to think and feel about business greening motivates them to engage in environmentally beneficial actions, according to Rademaker and Royne (2018). To rephrase, environmentally conscious individuals will create more expensive green products and procedures if they are truly motivated to do so. Another study by Moon and Kim (2001) argued that people are more inclined to perform environmentally conscious actions because they care about the state of the planet. Businesses practise green thinking when they actively seek out ways to reduce their environmental impact and when they encourage employees to do the same (Caldera et al., 2019).

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## Concept of Creative Behaviour

The term "employee green behaviour" refers to the actions taken by workers in an organisation that either have a positive or negative impact on the environment (Opatha & Kottawatta, 2020a; Opatha & Kottawatta, 2020b; Thevanes & Arulrajah, 2016; Thevanes & Arulrajah, 2020). Either the organization's success or compliance with government regulations may necessitate these actions. Energy and resource efficiency, water conservation, waste prevention, recycling, and efficient use of resources are all part of EGB (Norton, Parker, Zacher, & Ashkanasy, 2015; Ones & Dilchert, 2012b). The majority of companies are actively working to lessen the negative effects of their operations on the environment by decreasing the amount of waste they produce (Sharma & Sharma, 2011). According to Viojini and Arulrajah (2017), one of the most important aspects of greening organisational behaviour is employee green behaviour.

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## Theoretical framework

### Ability-Motivation-Opportunity Theory

Renwick et al. (2016) found that GHRM stands for "green HRM," "green performance management," and "green employee participation" in the ability motivation opportunity (AMO) paradigm. New environmentally friendly skills in AMO theory with the use of training material. According to Teixeira et al. (2012), providing environmental education and training is key to retaining high-performing green staff. Green training and development programmes improve corporate social responsibility and sustainability efforts, raise employee engagement and loyalty, and strengthen an organization's ethical culture (Guerci et al., 2015; Batista & Francisco, 2018; Cheema & Javed, 2017). Employee satisfaction, increased creativity, and eco-innovation can be achieved through green leadership skill development, green performance management, and green employee evaluation (Jia et al., 2018). Compliance with corporate social responsibility regulations mitigates unintended consequences (Barakat et al., 2016). Using the AMO theory, this research delves into the connections between GHRM, employee behaviour, and organisational sustainability (Appelbaum et al., 2000).

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## Methodology

### Research Design

This investigation employed a cross-sectional survey approach. The sample population was comprised of Using purposeful sampling, nineteen (19) were identified as luxury hotels in both states and were adopted as the population of the study. Apparently, luxury hotels fall between four and five-star ratings; these are top players in the hotel industry; they hold the largest market share of the industry; they are more sought after; they have more staff strength; and they are well organised (Aneke & Folalu, 2021). Most of their workers are IT-inclined, so it is assumed that information resources are readily available for retrieval, even through online surveys. Therefore, the sample size of 285 is appropriate for the chosen data analysis techniques based on the rule of thumb. In line with the views of Johnson and Rasulova (2017), they reported that a sample size of 100 and above is sufficient to represent good research findings. Descriptive statistics were measured using the mean and standard deviation to capture the characteristics of the variables under study. Inferential statistics were tested using structural equation modelling (SEM). Structural Equation Modelling (SEM).

## Result and Discussions

The researcher made available the link for the respondents to fill. Out of the sample size of 285, only 243 respondents (85%) filled the questionnaire. Out of the 243 copies filled, only 239 (84%) responses filled were valid and were used for the analysis.

**Table 1: Demographic (Descriptive) Data Analysis**

Gender	Response Rates
Male	129
Female	110
Total	239 (100%)
Age of the Respondents	Response Rates
21-30Yrs	127
31-40Yrs	89
41-50Yrs	21
Over 50Yrs	2
Total	239 (100%)
Education Qualification	Response Rates
Primary Education	4
Secondary Education	68
First Degree	135
Master's Degree	32
Total	239 (100%)

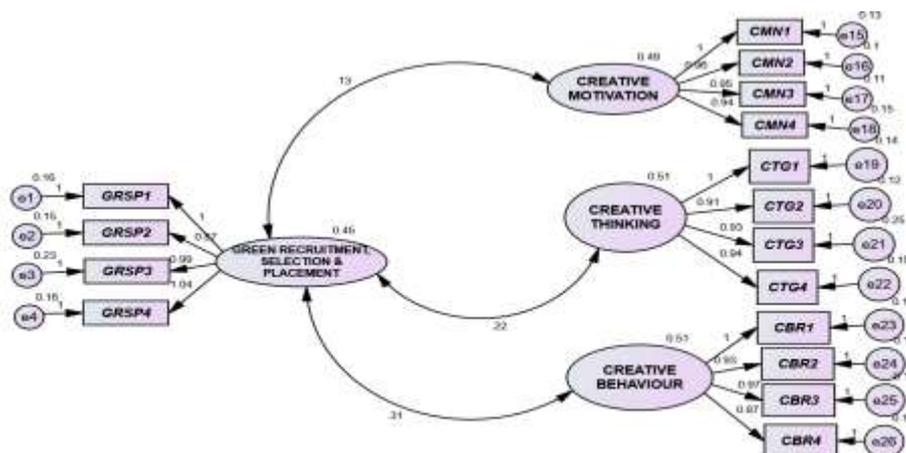
Table 1 displays the gender characteristics of the respondents. There were more men than women among the responses. Female participants made up 46.0% of the total, while male participants accounted for 54.0% (129 respondents). What this means is that men make up the majority of hotel staff in the South.

Based on the age bracket of the participants, Table 1 displays the distribution. The data reveals that the largest age group of respondents is between 21 and 30 years old (53.1%), followed by those between 31 and 40 years old (37.2%), those between 41 and 50 years old (8.8%), and finally, those above 50 years old had the lowest percentage at 0.8%. What this means is that the average age of a South-South hotel employee is under 40.

Table 1 displays the respondents' educational backgrounds. According to the results, 135 respondents have a bachelor's degree or above, and 68 have completed secondary school. Thirty-two people hold a master's degree, whereas only four have completed elementary school. Hotels typically hire college grads, so you can rest assured that they are well-versed in green HRM practices and employee creativity, and that they will have no trouble answering your questionnaire questions.

## Hypotheses Testing

### Test of Hypotheses 1, 2 and 3



**Figure 1: Test of Hypotheses 1, 2 and 3**

Source: SPSS-AMOS Version 23.0 Output, 2023

### Hypothesis One (H<sub>01</sub>) Testing

**H<sub>01</sub>:** There is no significant relationship between green recruitment & selection and creative motivation of hospitality firms in South-South, Nigeria.

The path relationship analysis presented in Figure 1 indicates that there are positive and significant paths between green recruitment, selection, and creative motivation ( $\beta = 0.134$ ,  $t = 4.773$ ,  $p = 0.000$ ). The study therefore observes that there is a positive and significant relationship between green recruitment, selection, and placement and creative motivation. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that there is a significant relationship between green recruitment and selection and the creative motivation of hospitality firms in South-South Nigeria. This conclusion is corroborated by Ugwu (2021), who found that in Enugu State, food, beverage, and tobacco manufacturing companies that recruited knowledgeable workers also had customers who were satisfied with the service they received. Firms in Enugu State that made food, drinks, and tobacco also benefited financially from keeping their talented workers on staff. Businesses in Enugu State that make food, drinks, and tobacco saw a marked increase in sales when they actively sought out creative workers.

### Hypothesis Two (H<sub>02</sub>) Testing

**H<sub>02</sub>:** There is no significant relationship between green recruitment, & selection and creative thinking of hospitality firms in South-South, Nigeria.

The path relationship analysis presented in Figure 1 indicates that there are positive and significant paths between green recruitment, selection, and creative thinking ( $\beta = 0.220$ ,  $t = 6.464$ ,  $p = 0.000$ ). Hence, the study rejects the null hypothesis and restates that there is a significant relationship between green recruitment and selection and the creative thinking of hospitality firms in South-South Nigeria. This conclusion is corroborated by Don-Baridam and Diri (2021), who investigated the link between environmentally conscious hiring practices and the long-term viability of oil and gas firms in Rivers State. Their findings indicate a strong positive correlation between the two. Rawlinson (2019) also investigated methods for attracting qualified workers to the manufacturing sector. Finding out how well industrial recruiting managers in North Carolina brought in skilled production workers to maintain profitable enterprises was the main objective of the study. In the study, researchers employed a mix of quantitative and qualitative approaches. Four southern North Carolina business executives who demonstrated the use of effective recruiting strategies to sustain manufacturing company profitability made up the study's population. The data for this study was gathered through in-person interviews with firm executives and an analysis of artefacts linked to recruitment. According to the research, business owners in the manufacturing sector can benefit from societal transformation in terms of attracting and maintaining highly skilled workers. One positive social change that company executives could do is to help workers feel more secure in their jobs and in their ability to provide for their families. The research suggests that if living standards were to grow, both individuals and businesses may benefit. Community development and maintenance could benefit from this.

### Hypothesis Three (H<sub>03</sub>) Testing

**H<sub>03</sub>:** There is no significant relationship between green recruitment, & selection and creative behaviour of hospitality firms in South-South, Nigeria.

The path relationship analysis presented in Figure 1 indicates that there are positive and significant paths between green recruitment and selection and creative behaviour ( $\beta = 0.314$ ,  $t = 7.130$ ,  $p = 0.000$ ). Hence, the study rejects the null hypothesis and restates that there is a significant relationship between green recruitment and selection and the creative behaviour of hospitality firms in outh-south Nigeria. This conclusion is corroborated by research conducted by Sarinah, Rahmat, and Asep (2016). The researchers examined the relationship between recruiting, employee selection, employee placement, and performance. The purpose of this research was to look at how recruiting and personnel selection processes affected the productivity of the Indonesian employees of PT Sriwijaya Air Jakarta. The study made use of a technique known as route analysis. The results indicate that the selection and recruitment processes significantly affect the placement of employees. Based on the study's findings, PT Sriwijaya Air's competitive advantage stems from its competent and dependable people resources. Realising the significance of the selection process in hiring people who will embody the company's values and perform to their maximum potential is a key component in attaining the intended outcomes.

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## Conclusion

This study provides empirical support for the antecedents of green recruitment and selection and employee creativity. The study affirms that green recruitment and selection play significant and substantial roles in enabling measures of employee creativity amongst hospitality firms in South-South Nigeria. The results further substantiate the assertion and lend credit to the position that green recruitment and selection is a critical and highly imperative factor in sustaining employee creative behaviour.

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## Recommendations

Based on the study's findings and conclusions, the following suggestions are made:

- i. As a first step, hospitality businesses should make sustainability and environmental protection central tenets of their organisation. Make sure that everyone on staff, especially those who are responsible for hiring, knows how important sustainability is for the business.
- ii. Companies in the hospitality industry would do well to highlight the significance of sustainability and innovative problem-solving in job advertisements and descriptions. That the business recognises and appreciates these qualities sends a message to prospective employees.

- iii. It might be wise for hospitality companies to inquire about applicants' sustainability and creativity-related experiences and actions during the interview process. Find out, for example, what they were responsible for in prior sustainability initiatives or how they solved problems creatively.

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