

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE CREATIVITY IN HOSPITALITY FIRMS IN RIVERS STATE, NIGERIA

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Abstract

This study examined the relationship between Green Human Resource Management (HRM) practices and employee creativity in hospitality firms in Rivers State, Nigeria. As hospitality firms increasingly adopt environmentally sustainable HR practices to enhance organisational performance and competitiveness, understanding their influence on employee creativity has become essential. Green HRM practices were measured using green training and development and green employee participation/involvement, while employee creativity was assessed through innovative work behaviour and idea generation. The study was anchored on the Ability–Motivation–Opportunity (AMO) Theory and Social Exchange Theory. A cross-sectional survey design was adopted. The study population comprised 600 employees drawn from eight purposively selected hospitality firms in Rivers State, Nigeria. A sample size of 240 respondents was determined using the Taro Yamane formula and proportionately distributed among the selected firms. A total of 240 questionnaires (100%) were administered, 226 (94.17%) were successfully retrieved, representing the response rate used for analysis, while 14 (5.83%) were not returned. No questionnaire was invalid, resulting in 226 valid copies (94.17%) used for the analysis. Data were analyzed using descriptive statistics and the Pearson Product Moment Correlation Coefficient (PPMC) at a 0.05 level of significance. The findings revealed that green training and development and green employee participation/involvement have strong positive relationships with innovative work behaviour and idea generation. The study concludes that Green HRM practices enhance employee creativity by fostering innovative thinking and workplace involvement. It therefore recommends that hospitality firms provide continuous green training, promote employee participation in environmental initiatives, and create supportive work environments that encourage creativity and innovation.

Keywords: *Green Human Resource Management Practices, green training/development, green employee participation/involvement, employee creativity, innovative work behaviour.*

INTRODUCTION

The hospitality industry contributes significantly to economic growth through employment generation, tourism, and service delivery. As environmental sustainability becomes a strategic priority, hospitality firms are increasingly integrating green practices into their operations to improve both environmental and organisational performance. Human resource management has become central to this transition by promoting environmentally responsible employee behaviours through Green Human Resource Management (GHRM) practices (Aboramadan, 2022; Renwick et al., 2022).

Green Human Resource Management refers to the integration of environmental sustainability into human resource policies and practices, including recruitment, training, employee participation, performance management, and reward systems. These practices aim to develop employees' environmental knowledge, encourage sustainable workplace behaviour, and enhance organisational performance. In the hospitality industry, GHRM has gained importance because environmentally

conscious customers increasingly prefer organisations that demonstrate a commitment to sustainable business practices (Pham et al., 2020; Yong et al., 2020).

This study focuses on two key dimensions of GHRM: green training and development and green employee participation/involvement. Green training equips employees with the knowledge and skills needed to implement environmentally sustainable practices, while green employee participation encourages employees to contribute ideas and engage in environmental decision-making. Such practices not only strengthen environmental performance but also create conditions that support creativity and innovation (Aboramadan, 2022; Singh et al., 2021).

Employee creativity is widely recognized as a driver of organisational innovation and competitiveness. It involves generating useful and novel ideas that improve work processes, service quality, and organisational effectiveness. In hospitality firms, creativity is reflected through innovative work behaviour and idea generation, which enable employees to develop new approaches to customer service and operational challenges (Afsar et al., 2021; Sok et al., 2022).

In Rivers State, the hospitality industry has continued to expand alongside growing commercial and tourism activities. However, many firms still face challenges in promoting sustainability while maintaining high levels of innovation and service quality. Limited environmental training and inadequate employee involvement in sustainability initiatives may reduce employees' opportunities to develop creative solutions to workplace problems. Although studies have examined GHRM in different sectors, empirical evidence on its influence on employee creativity within hospitality firms in Rivers State remains limited. This study therefore investigates the relationship between Green Human Resource Management practices and employee creativity, focusing on green training and development and green employee participation/involvement as dimensions of GHRM, and innovative work behaviour and idea generation as indicators of employee creativity.

Statement of the Problem

The growing demand for environmental sustainability has encouraged hospitality firms to adopt Green Human Resource Management (GHRM) practices that promote environmentally responsible behaviour and improve organisational performance. Green HRM practices, particularly green training and development and green employee participation, have been recognized as important drivers of employee innovation and sustainable organisational outcomes (Aboramadan, 2022; Singh et al., 2021). Despite this, many hospitality firms still struggle to create work environments that effectively stimulate employee creativity.

In Rivers State, some hospitality firms appear to provide limited environmental training and inadequate opportunities for employees to participate in sustainability initiatives. These challenges may restrict employees' ability to develop innovative work behaviours and generate creative ideas needed to improve service quality, customer satisfaction, and organisational competitiveness. Given the dynamic nature of the hospitality industry, organisations that fail to encourage employee creativity may find it difficult to sustain innovation and respond effectively to changing environmental and customer expectations (Afsar et al., 2021; Yong et al., 2020).

Although previous studies have examined Green Human Resource Management and employee outcomes, empirical evidence on the relationship between green training and development, green employee participation, and employee creativity in hospitality firms in Rivers State remains limited. This contextual gap necessitates the present study, which investigates the relationship between Green Human Resource Management practices and employee creativity in selected hospitality firms in Rivers State.

Purpose of the Study

The main purpose of this study is to examine the relationship between green human resource management practices and employee creativity in hospitality firms in Rivers State.

Specifically, the study seeks to:

- i. Examine the relationship between green training/development and innovative work behaviour in hospitality firms in Rivers State.
- ii. Determine the relationship between green training/development and idea generation in hospitality firms in Rivers State.
- iii. Examine the relationship between green employee participation/involvement and innovative work behaviour in hospitality firms in Rivers State.
- iv. Determine the relationship between green employee participation/involvement and idea generation in hospitality firms in Rivers State.

Research Questions

The following research questions guide the study:

- i. What is the relationship between green training/development and innovative work behaviour in hospitality firms in Rivers State?
- ii. What is the relationship between green training/development and idea generation in hospitality firms in Rivers State?
- iii. What is the relationship between green employee participation/involvement and innovative work behaviour in hospitality firms in Rivers State?
- iv. What is the relationship between green employee participation/involvement and idea generation in hospitality firms in Rivers State?

Research Hypotheses

The following null hypotheses will be tested in the study:

- H01: There is no significant relationship between green training/development and innovative work behaviour in hospitality firms in Rivers State.
- H02: There is no significant relationship between green training/development and idea generation in hospitality firms in Rivers State.
- H03: There is no significant relationship between green employee participation/involvement and innovative work behaviour in hospitality firms in Rivers State.
- H04: There is no significant relationship between green employee participation/involvement and idea generation in hospitality firms in Rivers State.

Significance of the Study

This study will benefit hospitality firms, managers, employees, and policymakers by providing insights into how Green Human Resource Management (GHRM) practices enhance employee creativity. The findings will support the development of sustainable HR policies that promote innovative work behaviour and idea generation, thereby improving organisational performance and competitiveness. The study will also contribute to the existing literature on GHRM and employee creativity and serve as a useful reference for scholars and future researchers.

Scope of the Study

This study examines the relationship between Green Human Resource Management (GHRM) practices and employee creativity in selected hospitality firms in Rivers State, Nigeria. The study focuses on green training and development and green employee participation/involvement as the dimensions of GHRM, while innovative work behaviour and idea generation serve as measures of employee creativity. It specifically investigates the relationships between each GHRM dimension and the two measures of employee creativity. The study is limited to management and non-management employees of selected hospitality firms in Rivers State.

Conceptual Framework

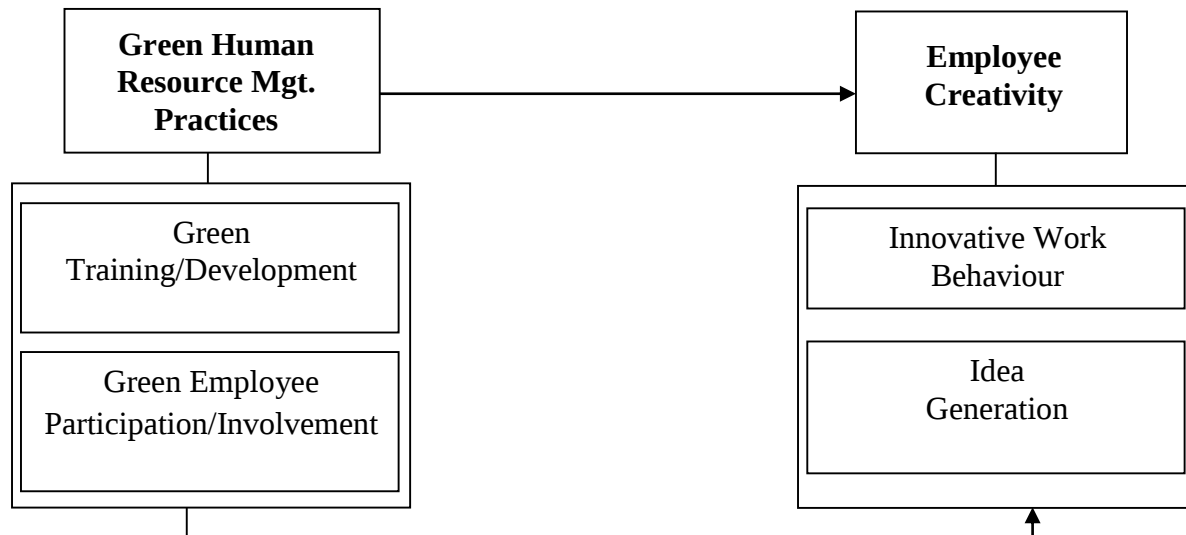


Figure 1: Conceptual Framework Showing the Relationship between Green Human Resource Management Practices and Employee Creativity in Hospitality Firms in Rivers State.

Source: The dimensions of Green Human Resource Management Practices, comprising green training and development and green employee participation/involvement, were adapted from Renwick et al. (2013), Pham et al. (2020), Aboramadan (2022), and Dumont et al. (2017). The measures of employee creativity, comprising innovative work behaviour and idea generation, were adapted from Janssen (2000), De Jong and Den Hartog (2010), and Scott and Bruce (1994).

LITERATURE REVIEW

Conceptual Review

Concept of Green Human Resource Management Practices

Green Human Resource Management (GHRM) refers to the integration of environmental sustainability into human resource policies and practices to encourage environmentally responsible employee behaviour and improve organisational performance. It incorporates environmental objectives into HR functions such as recruitment, training, performance management, rewards, and employee involvement. By aligning workforce management with sustainability goals, GHRM enables organisations to achieve environmental, social, and economic benefits (Pham et al., 2020; Renwick et al., 2022). The growing emphasis on sustainable business practices has made GHRM particularly relevant in the hospitality industry, where organisations rely heavily on natural resources and are increasingly expected to operate responsibly. Studies indicate that effective GHRM not only improves environmental performance but also enhances employee commitment, innovation, and organisational competitiveness by creating a work environment that supports sustainable behaviour (Aboramadan, 2022; Yong et al., 2020).

Green Training and Development

Green training and development involve providing employees with the environmental knowledge, skills, and competencies needed to support sustainable organisational practices. Such training covers areas including energy conservation, waste reduction, recycling, and efficient resource utilization. Employees who receive environmental training are better equipped to identify innovative solutions to workplace and environmental challenges (Aboramadan, 2022). Within hospitality firms, green training promotes environmental awareness while encouraging employees to adopt creative

approaches to service delivery and operational improvement. Research shows that organisations investing in continuous environmental training are more likely to improve both sustainability performance and employee innovation (Roscoe et al., 2022).

Green Employee Participation/Involvement

Green employee participation refers to employees' involvement in environmental decision-making and sustainability initiatives. It encourages employees to contribute ideas, solve environmental problems, and participate in green programmes, thereby strengthening their commitment to organisational sustainability (Singh et al., 2021). In hospitality organisations, employee participation in green initiatives promotes collaboration, knowledge sharing, and creative problem-solving. When employees are empowered to contribute to environmental activities, they become more willing to generate innovative ideas that improve both service quality and environmental performance (Aboramadan, 2022; Singh et al., 2021).

Employee Creativity

Employee creativity refers to the ability of employees to produce novel and useful ideas that improve organisational processes, services, or products. It is regarded as a critical source of innovation and competitive advantage, particularly in service industries where customer expectations continuously evolve (Anderson et al., 2021). In hospitality firms, employee creativity is reflected through innovative work behaviour and idea generation. Organisations that provide supportive work environments, learning opportunities, and employee involvement are more likely to stimulate creativity, resulting in improved service quality and organisational effectiveness (Afsar et al., 2021; Anderson et al., 2021).

Concept of Employee Creativity

Employee creativity is the ability of employees to produce novel and useful ideas that improve organisational processes, services, and performance. It is a vital source of innovation because creative employees identify opportunities, solve workplace problems, and develop new ways of delivering value to customers. Organisations that promote learning, employee involvement, and supportive work environments are more likely to stimulate creativity and sustain competitive advantage (Anderson et al., 2021; Hughes et al., 2021). In the hospitality industry, employee creativity is particularly important because service quality and customer satisfaction depend largely on employees' ability to respond innovatively to changing customer needs. Organisations that encourage creativity are better positioned to improve service delivery and organisational performance (Anderson et al., 2021).

Innovative Work Behaviour

Innovative work behaviour (IWB) refers to employees' intentional generation, promotion, and implementation of new ideas that improve work processes, products, or services. It goes beyond creativity by emphasizing the successful application of ideas within the organisation (Afsar et al., 2021). In hospitality firms, employees who display innovative work behaviour contribute to improved service quality, operational efficiency, and customer satisfaction. Studies suggest that supportive organisational practices, including learning opportunities and employee participation, encourage innovative work behaviour and strengthen organisational competitiveness (Afsar et al., 2021; Hughes et al., 2021).

Idea Generation

Idea generation is the process through which employees develop original and useful suggestions for solving organisational problems or improving existing products, services, and processes. It represents the first stage of creativity and provides the foundation for innovation (Anderson et al., 2021). Employees are more likely to generate valuable ideas when organisations promote

knowledge sharing, continuous learning, and participation in decision-making. In hospitality firms, idea generation enhances service innovation, operational efficiency, and customer experience, thereby contributing to long-term organisational success (Hughes et al., 2021).

Green Human Resource Management Practices and Employee Creativity

Green Human Resource Management (GHRM) practices create a work environment that supports learning, environmental responsibility, and employee involvement, all of which are important drivers of creativity. Green training equips employees with environmental knowledge and problem-solving skills, while green employee participation encourages them to contribute ideas toward sustainable organisational practices (Aboramadan, 2022; Singh et al., 2021). Recent studies indicate that organisations implementing GHRM practices are more likely to foster innovative work behaviour and idea generation because employees become motivated to develop creative solutions that improve both environmental and organisational performance. Consequently, GHRM contributes to enhanced employee creativity, organisational innovation, and sustainable competitive advantage (Roscoe et al., 2022; Singh et al., 2021).

Theoretical Framework

Ability-Motivation-Opportunity (AMO) Theory

This study is anchored on the Ability-Motivation-Opportunity (AMO) Theory developed by Appelbaum et al. The theory explains that employees perform effectively when organisations develop their abilities, motivate them to perform, and provide opportunities to participate in organisational activities. In the AMO framework, ability is enhanced through training and development, motivation is strengthened through supportive HR practices, while opportunity is created by involving employees in decision-making and organisational processes (Boxall & Macky, 2021).

The theory is appropriate for this study because Green Human Resource Management (GHRM) practices align closely with its three components. Green training and development enhance employees' environmental knowledge and problem-solving skills, while green employee participation provides opportunities for employees to contribute creative ideas and participate in sustainability initiatives. Consequently, employees are more likely to demonstrate innovative work behaviour and generate valuable ideas that improve organisational performance (Aboramadan, 2022; Roscoe et al., 2022).

Empirical Review

Recent studies indicate that GHRM practices positively influence employee creativity and innovation. Aboramadan (2022) found that green HRM practices, particularly green training, significantly improved employees' green work engagement and environmentally responsible behaviours. Similarly, Singh et al. (2021) reported that green HRM and knowledge sharing enhanced organisational innovation and employee creative performance.

Roscoe et al. (2022), through a systematic literature review, concluded that green training, employee involvement, and supportive organisational environments consistently encourage sustainable employee behaviour and innovation. Likewise, Afsar et al. (2021) found that learning opportunities and knowledge sharing significantly promoted innovative work behaviour among employees.

Although these studies provide strong evidence that GHRM enhances employee innovation, most were conducted outside the Nigerian hospitality sector. There is therefore limited empirical evidence on how green training and development and green employee participation influence innovative work behaviour and idea generation among employees of hospitality firms in Rivers State. This study seeks to address this contextual gap.

Gap in Literature

Existing studies have examined Green Human Resource Management Practices, employee participation, environmental training, innovative work behaviour, and employee creativity across different sectors and countries. However, most previous studies focused on manufacturing firms, educational institutions, or multinational organisations without specifically examining hospitality firms in Rivers State, Nigeria. In addition, many prior studies considered broader dimensions of Green Human Resource Management Practices without specifically focusing on green training and development and green employee participation/involvement in relation to innovative work behaviour and idea generation. Therefore, the identified gap in literature is contextual, geographical, and empirical, which this study seeks to fill by examining the relationship between Green Human Resource Management Practices and employee creativity in hospitality firms in Rivers State.

METHODOLOGY

This study adopted a correlational research design to examine the relationship between Green Human Resource Management (GHRM) practices and employee creativity among hospitality firms in Rivers State, Nigeria. The design was considered appropriate because it enabled the determination of the nature, strength, and direction of the relationship between green training and development, green employee participation/involvement, innovative work behaviour, and idea generation without manipulating the study variables.

The study population comprised 600 management and non-management employees drawn from eight selected hospitality firms in Rivers State. The selected firms included hotels and other hospitality establishments with varying organisational sizes, ownership structures, service capacities, and operational characteristics. The firms were purposively selected because they had established organisational structures, formal human resource management systems, and workforce sizes sufficient to provide reliable data on Green Human Resource Management practices and employee creativity. In addition, the selected firms had been in operation for several years and had implemented workplace practices relating to environmental sustainability, employee development, and participation, making them suitable for investigating the study variables. The selection also ensured geographical spread within Rivers State and captured variations in organisational practices across the hospitality industry, thereby improving the representativeness, credibility, and generalizability of the findings while remaining feasible in terms of accessibility, time, and research cost.

The study population included employees from administration, front office, customer service, housekeeping, food and beverage, marketing, maintenance, and human resource management departments because they are directly involved in organisational operations and environmental sustainability initiatives. The sample size for the study was determined using the Taro Yamane (1967) formula for finite populations. A stratified random sampling technique was adopted by first classifying employees into management and non-management categories, after which simple random sampling was used to proportionately select respondents from each stratum to ensure adequate representation of both groups.

Data were collected from both primary and secondary sources. Primary data were obtained through a structured questionnaire administered directly to respondents, while secondary data were sourced from textbooks, peer-reviewed journal articles, conference proceedings, government publications, and other relevant scholarly materials. The questionnaire consisted of two sections. Section A contained items on respondents' demographic characteristics, while Section B measured green training and development, green employee participation/involvement, innovative work behaviour, and idea generation using a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).

The instrument was subjected to face and content validation by experts in Management and Research Methodology to ensure the clarity and relevance of the measurement items. Reliability was established using the Cronbach's Alpha technique based on a pilot study conducted outside the study area and analyzed with SPSS. A reliability coefficient of 0.70 or above, as recommended by Nunnally and Bernstein (1994), was considered acceptable.

The questionnaires were administered personally with the assistance of trained research assistants to improve the response rate and ensure accurate completion of the instrument. A total of 240 questionnaires (100%) were distributed to the sampled respondents across the eight selected hospitality firms. From these, 226 questionnaires (94.17%) were successfully retrieved, while 14 questionnaires (5.83%) were not returned. No questionnaire was discarded as invalid, resulting in 226 valid questionnaires (94.17%) that were used for the final data analysis. The high response rate enhanced the reliability and representativeness of the study findings. The independent variable, Green Human Resource Management practices, was measured using green training and development and green employee participation/involvement, while employee creativity, the dependent variable, was measured using innovative work behaviour and idea generation.

Data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation, while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient (PPMCC) with SPSS. The Pearson Product Moment Correlation Coefficient was considered appropriate because it measures the strength and direction of the linear relationship between continuous variables derived from Likert-scale responses. Statistical significance was determined at the 0.05 level; therefore, the null hypotheses were rejected where $p < 0.05$ and retained where $p > 0.05$.

Ethical standards were observed throughout the study. Approval was obtained from the management of the eight selected hospitality firms before data collection commenced. Participation was voluntary, informed consent was obtained from all respondents, and anonymity and confidentiality were assured. All information provided by respondents was treated confidentially and used solely for academic purposes. Participants were protected from coercion, discrimination, and any form of harm throughout the study.

Sample Size

The sample size for the study was determined using the Taro Yamane (1967) formula for finite population:

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

Where:

n = Sample size

N = Population size (600)

e = Level of significance (0.05)

Substituting the values into the formula:

$$n = \frac{600}{1 + 600(0.05)^2}$$

$$n = \frac{600}{1 + 600(0.0025)}$$

$$n = \frac{600}{1 + 1.5}$$

$$n = \frac{600}{2.5}$$

$$n = 240$$

Therefore, the sample size for the study is 240 respondents.

Population of the Study

Table 1: Sample Size Allocation and Questionnaire Distribution among Selected Hospitality Firms in Rivers State

S/N	Selected Hospitality Firms	Population	Sample Size	Questionnaire Distributed	Questionnaire Retrieved	Questionnaire Used
1	Presidential Hotel	80	32	32	30	30
2	Novotel Port Harcourt	75	30	30	28	28
3	Golden Tulip Port Harcourt	70	28	28	27	27
4	Swiss Spirit Hotel & Suites Danag	75	30	30	28	28
5	Charleson Luxury Hotel	80	32	32	30	30
6	Heliconia Park Hotel	70	28	28	26	26
7	Visa Karena Hotels	75	30	30	29	29
8	The Crib Lifestyle Hotel	75	30	30	28	28
	Total	600	240	240	226	226

Source: Researcher's Field Survey, 2026.

Table 2: Variables Measurement/Operationalization

S/N	Variables	Dimensions/Measures	Number of Items	Cronbach's Alpha
1	Green Human Resource	Green Training and Development	5	0.844

	Management Practices			
		Green Employee Participation/Involvement	5	0.852
2	Employee Creativity	Innovative Work Behaviour	5	0.867
		Idea Generation	5	0.873
	Overall Reliability Coefficient		20	0.859

Source: Researcher's Field Survey, 2026.

The reliability results show that all constructs are internally consistent and highly reliable, with Cronbach's alpha values of 0.844 for green training and development, 0.852 for green employee participation/involvement, 0.867 for innovative work behaviour, and 0.873 for idea generation, all exceeding the 0.70 benchmark. The overall reliability coefficient of 0.859 confirms that the instrument is sufficiently reliable for data collection and analysis, indicating that the items consistently measure Green Human Resource Management Practices and employee creativity among respondents.

Table 3: Response Rate of Questionnaire Distribution and Retrieval

Details	Frequency	Percentage
Number of Copies Distributed	240	100%
Number of Copies Retrieved	226	94.17%
Number of Copies Not Returned	14	5.83%
Number of Copies Invalid	0	0%
Number of Copies Used for Analysis	226	94.17%

Source: Researcher's Field Survey, 2026.

The table shows that 240 questionnaires were administered to respondents across selected hospitality firms in Rivers State. A total of 226 questionnaires were retrieved, representing a response rate of 94.17%, while all 226 retrieved questionnaires were found valid and used for analysis, representing 94.17% usability. This indicates a high response level, suggesting that the data collected is adequate, reliable, and suitable for statistical analysis and hypothesis testing.

DATA RESULTS

Table 4: Descriptive Statistics on Green Training and Development

S/N	Green Training and Development Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees receive environmental sustainability training regularly	226	1.0	5.0	914.0	4.044	0.8215
2	The organisation educates employees on eco-friendly workplace practices	226	1.0	5.0	928.0	4.106	0.7982
3	Green training programs improve employees' creative thinking abilities	226	1.0	5.0	936.0	4.142	0.7846
4	Employees are trained on sustainable resource utilization practices	226	1.0	5.0	921.0	4.075	0.8137
5	Environmental training encourages employees to develop innovative solutions	226	1.0	5.0	939.0	4.155	0.7764
	Valid N (listwise)	226					

Source: SPSS (Version 27) Result, 2026.

Table 5: Descriptive Statistics on Green Employee Participation/Involvement

S/N	Green Employee Participation/Involvement Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees are encouraged to participate in environmental initiatives	226	1.0	5.0	933.0	4.128	0.7923
2	Employees contribute ideas relating to environmental sustainability	226	1.0	5.0	926.0	4.097	0.8075
3	Management involves employees in green decision-making processes	226	1.0	5.0	918.0	4.062	0.8261
4	Employees freely suggest environmentally friendly improvements	226	1.0	5.0	937.0	4.146	0.7812
5	Participation in green activities improves employees' motivation to innovate	226	1.0	5.0	942.0	4.168	0.7694
	Valid N (listwise)	226					

Source: SPSS (Version 27) Result, 2026.

Table 6: Descriptive Statistics on Innovative Work Behaviour

S/N	Innovative Work Behaviour Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees regularly introduce new ideas to improve service delivery	226	1.0	5.0	901.0	3.987	0.8427
2	Employees seek innovative solutions to workplace problems	226	1.0	5.0	916.0	4.053	0.8194
3	Workers support the implementation of creative organisational changes	226	1.0	5.0	908.0	4.018	0.8316
4	Employees demonstrate creativity in handling customer-related issues	226	1.0	5.0	922.0	4.080	0.8063
5	Employees willingly apply innovative methods in their duties	226	1.0	5.0	914.0	4.044	0.8219
	Valid N (listwise)	226					

Source: SPSS (Version 27) Result, 2026.

Table 7: Descriptive Statistics on Idea Generation

S/N	Idea Generation Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees frequently generate creative suggestions for organisational improvement	226	1.0	5.0	918.0	4.062	0.8241
2	Employees develop original ideas that improve workplace efficiency	226	1.0	5.0	927.0	4.102	0.8015
3	Workers contribute innovative ideas during organisational discussions	226	1.0	5.0	913.0	4.040	0.8297
4	Employees are encouraged to share new and useful ideas	226	1.0	5.0	934.0	4.133	0.7862
5	Employees' creative ideas contribute to organisational effectiveness	226	1.0	5.0	941.0	4.164	0.7718

Valid N (listwise)	226					
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Source: SPSS (Version 27) Result, 2026.

The results from Tables 4 to 7 show that respondents generally agreed that Green Human Resource Management Practices are actively implemented in hospitality firms in Rivers State. Green training and development recorded high mean values, indicating that employees receive environmental sustainability training and are encouraged to develop innovative and environmentally responsible solutions within the workplace. Green employee participation/involvement also recorded high mean scores, suggesting that employees are actively involved in environmental initiatives and sustainability-related decision-making processes. Similarly, innovative work behaviour and idea generation recorded high mean values, indicating that employees frequently introduce creative ideas, support innovative organisational changes, and contribute useful suggestions that improve organisational effectiveness and service delivery. Finally, the findings imply that Green Human Resource Management Practices positively influence employee creativity in hospitality firms in Rivers State.

Inferential Statistical Analysis

The Pearson Product Moment Correlation Coefficient (PPMC) was employed as the inferential statistical tool for testing the hypotheses of this study. This technique was considered appropriate because it measures the strength and direction of the linear relationship between continuous variables derived from Likert-scale responses. The analysis examined the relationship between Green Human Resource Management Practices (green training and development and green employee participation/involvement) and employee creativity (innovative work behaviour and idea generation) in hospitality firms in Rivers State. All hypotheses were tested at a 0.05 level of significance using SPSS Version 27.

Table 8: Green Training and Development and Innovative Work Behaviour

Pearson Correlation		Green Training and Development	Innovative Work Behaviour
Green Training and Development	Correlation Coefficient	1.000	0.734**
	Sig. (2-tailed)	.	0.000
	N	226	226
Innovative Work Behaviour	Correlation Coefficient	0.734**	1.000
	Sig. (2-tailed)	0.000	.
	N	226	226
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 9: Green Training and Development and Idea Generation

Pearson Correlation		Green Training and Development	Idea Generation
Green Training and Development	Correlation Coefficient	1.000	0.718**
	Sig. (2-tailed)	.	0.000
	N	226	226
Idea Generation	Correlation Coefficient	0.718**	1.000
	Sig. (2-tailed)	0.000	.

	N	226	226
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 10: Green Employee Participation/Involvement and Innovative Work Behaviour

Pearson Correlation		Green Employee Participation/Involvement	Innovative Work Behaviour
Green Employee Participation/Involvement	Correlation Coefficient	1.000	0.756**
	Sig. (2-tailed)	.	0.000
	N	226	226
Innovative Work Behaviour	Correlation Coefficient	0.756**	1.000
	Sig. (2-tailed)	0.000	.
	N	226	226
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 11: Green Employee Participation/Involvement and Idea Generation

Pearson Correlation		Green Employee Participation/Involvement	Idea Generation
Green Employee Participation/Involvement	Correlation Coefficient	1.000	0.741**
	Sig. (2-tailed)	.	0.000
	N	226	226
Idea Generation	Correlation Coefficient	0.741**	1.000
	Sig. (2-tailed)	0.000	.
	N	226	226
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

The results from Tables 8 to 11 present the Pearson Product Moment Correlation analysis of the relationship between Green Human Resource Management Practices and employee creativity in hospitality firms in Rivers State, based on 226 valid responses. The findings reveal a strong positive and statistically significant relationship between green training and development and innovative work behaviour ($r = 0.734$, $p < 0.01$). This implies that environmental training and sustainability-oriented development programmes significantly improve employees' innovative work behaviour within hospitality firms.

Similarly, green training and development showed a strong positive and significant relationship with idea generation ($r = 0.718$, $p < 0.01$), indicating that employees who receive environmental sustainability training are more likely to generate useful and creative ideas capable of improving organisational effectiveness and service delivery.

Furthermore, green employee participation/involvement demonstrated a strong positive relationship with innovative work behaviour ($r = 0.756$, $p < 0.01$), suggesting that employees who actively participate in environmental decision-making and sustainability initiatives are more likely to engage in innovative workplace behaviours.

Finally, green employee participation/involvement also showed a strong positive and significant relationship with idea generation ($r = 0.741$, $p < 0.01$), implying that involving employees in green organisational activities encourages them to contribute original and innovative ideas within hospitality firms.

The results therefore indicate that Green Human Resource Management Practices significantly and positively influence employee creativity in hospitality firms in Rivers State. Both green training and development and green employee participation/involvement improve employees' innovative work behaviour and idea generation, thereby enhancing organisational creativity and service innovation.

Summary of Hypotheses

Table 12: Summary of Hypothesis Testing

S/N	Hypothesis	Result	Decision
H01	There is no significant relationship between green training and development and innovative work behaviour in hospitality firms in Rivers State.	$r = 0.734$, $p\text{-value} = 0.000$	Reject H_{O1} since $p\text{-value} < 0.01$ significance level.
H02	There is no significant relationship between green training and development and idea generation in hospitality firms in Rivers State.	$r = 0.718$, $p\text{-value} = 0.000$	Reject H_{O2} since $p\text{-value} < 0.01$ significance level.
H03	There is no significant relationship between green employee participation/involvement and innovative work behaviour in hospitality firms in Rivers State.	$r = 0.756$, $p\text{-value} = 0.000$	Reject H_{O3} since $p\text{-value} < 0.01$ significance level.
H04	There is no significant relationship between green employee participation/involvement and idea generation in hospitality firms in Rivers State.	$r = 0.741$, $p\text{-value} = 0.000$	Reject H_{O4} since $p\text{-value} < 0.01$ significance level.

Source: Researcher's Field Survey and SPSS Output (Version 27, 2026).

Discussion of Findings

The findings of this study indicate that Green Human Resource Management (GHRM) practices significantly enhance employee creativity in hospitality firms in Rivers State. This supports the growing body of literature that views environmentally sustainable HR practices as important drivers of employee innovation, creativity, and organisational performance (Aboramadan, 2022; Roscoe et al., 2022).

The study found a strong positive relationship between green training and development and innovative work behaviour ($r = 0.734$). This suggests that employees who receive environmental training are more likely to develop and implement new ideas that improve workplace performance. The finding agrees with Aboramadan (2022), who reported that green HRM practices strengthen employee engagement and innovative behaviour by enhancing environmental knowledge and competencies. It is also consistent with the findings of Singh et al. (2021), who emphasized that green HRM supports innovation through employee learning and knowledge sharing.

Similarly, green training and development was strongly related to idea generation ($r = 0.718$), indicating that sustainability-oriented training encourages employees to develop creative solutions to workplace challenges. This finding is supported by Roscoe et al. (2022), who concluded that green training is a key mechanism for promoting sustainable employee behaviour and innovation.

The results further revealed a strong positive relationship between green employee participation/involvement and innovative work behaviour ($r = 0.756$). This implies that employees who participate in environmental decision-making are more likely to demonstrate innovative work

behaviour. The finding corroborates Singh et al. (2021), who found that employee involvement in green initiatives enhances organisational innovation through knowledge sharing and collaborative learning.

Finally, green employee participation/involvement showed a strong positive relationship with idea generation ($r = 0.741$). This indicates that involving employees in sustainability initiatives encourages the generation of useful and original ideas that improve organisational performance. The finding agrees with Aboramadan (2022) and Roscoe et al. (2022), who reported that participative green HRM practices create supportive work environments that stimulate creativity and continuous improvement.

Finally, the findings demonstrate that Green Human Resource Management practices promote employee creativity by strengthening innovative work behaviour and idea generation. The results suggest that hospitality firms can improve innovation and long-term competitiveness by investing in green training programmes and encouraging employees' active participation in environmental initiatives.

CONCLUSION

The study concludes that Green Human Resource Management Practices significantly influence employee creativity in hospitality firms in Rivers State. Specifically, green training and development and green employee participation/involvement were found to have strong positive relationships with innovative work behaviour and idea generation. This indicates that employees who receive environmental sustainability training and actively participate in green organisational activities are more likely to demonstrate creativity and innovative workplace behaviours. The findings therefore suggest that Green Human Resource Management Practices improve employees' creative capacities, innovative contributions, and organisational involvement, which may ultimately enhance service quality, organisational competitiveness, and environmental sustainability within hospitality firms. Consequently, hospitality firms must recognize the importance of environmentally sustainable human resource practices in promoting employee creativity and organisational effectiveness.

RECOMMENDATIONS

1. Hospitality firms should develop continuous green training and development programmes that equip employees with environmental knowledge and innovative problem-solving skills capable of improving workplace creativity and service delivery.
2. Management of hospitality firms should encourage active employee participation in environmental decision-making and sustainability initiatives to enhance innovative work behaviour and idea generation among employees.
3. Organisations should create supportive work environments that promote knowledge sharing, collaboration, and creative thinking in order to stimulate employee creativity and innovation.
4. Hospitality firms should integrate Green Human Resource Management Practices into their organisational policies and operational systems to improve environmental sustainability, employee creativity, and long-term organisational competitiveness.

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