



Green human resource behaviour and customers' consumption experience in Nigerian hospitality operations

¹ Ule Prince Alamina & ² Okpu Tarela Oboro

¹ Department of Business Administration, Federal University Otuoke, Nigeria.

² Department of Management, Niger Delta University, Wilberforce Island, Nigeria.

Abstract

The competitive nature befalling service organizations has necessitated a renewed focus on delivering superior customer experience that could stand to distinguish them from their rivals, driven by the realization that exceptional customer experience not only fosters customer loyalty but equally drives revenue growth and improved brand reputation. Against this backdrop, the study examines the influence of green human resource behaviour on customer consumption experience in the Nigerian hospitality operations. The study distributed 600 copies of self-report questionnaire to hotel customers through the aid of 5 hotel employees as research assistance using convenience sampling technique. From the distributed questionnaires, 568 copies were cleansed and subjected to Multiple Regression Analysis and the findings revealed that green human resource behaviour significantly influences customer consumption experience in hospitality firms. Conclusively, the study drew an inference that green human resource behaviour dimensions influence customer experience through improved brand image, increased employee engagement and positive emotional and cognitive responses. It was recommended for hospitality firms to encourage increased practices of green human resource behaviour in the form of green employee relations among their clients in order to foster positive customer experience via the interaction as it will drive customers' behaviour and equally shape their attitudes including their loyalty, satisfaction and recommendation of products/services to other customers.

Keywords: Employee affective experience, Employee cognitive experience, Green employee relation, Green employee engagement, Green workplace practices.

Introduction

Managing customers has remained key strategic component in the service organizations (Gahler, Klein & Paul, 2022)

owing to the increasing saturation and competitive nature of markets in contemporary business world. This

competitive nature has forced hospitality firms into focusing more on delivering superior customer experience that could stand to distinguish them from their rivals, driven by the realization that exceptional customer experience not only fosters customer loyalty but equally drives revenue growth and enhances brand reputation. Against this backdrop, digital transformation has amplified the relevance of customer experience in the global landscape with the proliferation of digital channels to improving customer loyalty via their interactions with different brands across multiple touch-points. These channels, no wonder necessitates a seamless and consistent experience that increases customer satisfaction because they excel in customer experience across digital and physical channels (McKinsey & Company, 2020)

Nevertheless, PwC (2018) highlights the facts that consumers often consider their experience as significant factor in purchasing decisions which increases their willingness to pay more for greater convenience and friendly service. This willingness to pay a premium underscore the value customers place on their experiences which is not an optional task but a necessity for any successful business (Patil & Rane, 2023) operation. Perhaps, the reason, Forrester (2021) in her study argued that firms with superior customer experience grew revenue at more than five times the rate of firms with inferior customer experience. This correlation underscores the strategic importance of investing in customer experience because strong customer experience strategy enhance brand reputation and reduces customer churn.

Gartner (2019) indicates that 81% of modern firms expect to compete mainly on the basis of customer experience in the near future. This competitive focus highlights the global relevance as businesses recognize that delivering a compelling customer experience is no longer optional but essential for long-term success. Quite interesting that customers' satisfaction is the underlying reasons for their contemplation to revisiting a firm since their intention enables them to reawaken previous pleasant experience (Donald, 2022). Remarkably, Gahler, *et al.*, (2022) positioned that providing excellent customer experiences across multiple channels remained essential to achieving competitive advantage in the current service landscape. Managing these experiences seems not to be straightforward for hospitality firms due to the complexities of customer interactions in several media across their service journey (De Keyser, *et al.*, 2020; Lemon & Verhoef, 2016). Nonetheless, Patil and Rane (2023) opines that customers experience with a particular firm plays vital roles in influencing their decisions to patronize, revisit and or recommend other potential customers to the business. Prioritizing this behaviour however, increases customers' loyalty and retention (Bobo and Asagba, 2023) as well as attract new customers to boost corporate image and reputation.

Despite these scholarly claims, cross cultural variations and the role of technology in shaping customers experience still pose some challenges to customer consumption experience in the Nigerian hospitality context

because much of the works on this domain focused on the Western environment, thereby leaving a gap in understanding how these variations support in influencing customers experience and expectations (Malthouse & Li, 2017; Verhoef, *et al.*, 2021). Although, aside the above is the issue of ethical implementation of customer experience strategies particularly on those involving data collection and personalization (Leroi-Werelds, 2019) that can either lead to positive or negative perception depending on the need for customer privacy. Even with these evidences, the Nigerian hospitality industries still need a workforce that would be loyal and dedicated to corporate leadership so as to attain the corporate goals of the organization (Eketu & Edeh, 2015). These objectives and or goals would be feasible only when hospitality employees remain loyal and adaptive to the sustainable practices of their firms. Perhaps, the reason Abiodun and Emmanuel (2020) re-echoed the fundamental of environmentally sustainable practices as a store house of resources that organizations would explore as inputs to enhance the production of goods and services to satisfying mankind.

The behaviour however, no doubt reinforces the fact that hospitality workers must be loyal to both their leaders and customers so as to engender positive work environment via the application of sustainable practices. These practices help in reducing the impact of industrial hazard and waste on organization's effort because hospitality firms still leave extensive development opportunities since it is explicitly recognized as one of the highest energy intensive sector due to its nature of operation (Eko, *et al.*, 2022; Farooq, *et al.*,

2021). These practices would not only enhance employee morale but extends to job satisfaction with the renewed sense of commitment to pursuing organizational goal vigorously that would increase tourism development in Nigeria. Hence, the paper seeks to examine the influence of green human resource behaviour (GHRB) on customer consumption experience in the Nigerian hospitality industry.

Literature Review

Green Human Resource Behaviour

Green Human Resource Behaviour (GHRB) is an evolving concept in the field of Human Resource Management (HRM) that integrates environmental sustainability into the behaviour, practices, and policies of organizations. The concept has gained significant preeminence over the past few years, driven by the increasing awareness of environmental issues and the need for sustainable business practices. However, GHRB refers to the pro-environmental behaviour exhibited by employees within the workplace. This behaviour includes activities like reducing energy consumption, minimizing waste, and participating in organizational sustainability initiatives. Studies have shown that Green HRM practices positively influence GHRB by creating a workplace culture that supports and rewards environmental stewardship. For instance, Tang, *et al.*, (2018) proved that organizations implementing Green HRM practices effectively foster a strong sense of environmental responsibility among their workforce, leading to increased engagement in pro-environmental behaviours. These

behaviours enhance employee morale, increased job satisfaction with stronger commitment to the organization's sustainability goals. These positive outcomes are linked to the alignment of personal values with organizational values, particularly in employees who prioritize environmental concerns.

Dumont, *et al.*, (2017) in a study found that Green HRM practices lead to higher levels of organizational citizenship behavior towards the environment which in turn contributes to better overall organizational performance and reputation. Simultaneously, businesses are keying into green policies in order to encourage eco-friendly practices among their workforce thereby leveraging the need for successful implementation of environmentally conscious initiative (Cao, *et al.*, 2024). No wonder, employees in recent times increasingly prefer to work for organizations that demonstrate wholesome sense of commitment to sustainability practices since it enhances the organization's employer brand, making it more attractive to environmentally conscious job seekers. This trend is supported by evidence that younger generations, particularly Millennials and Generation Z, place a high value on working for companies that prioritize environmental and social responsibility (Jabbour, 2011).

However, green human resource behaviours are encouraged and supported by Green HRM practices, which include green recruitment, green training, green performance management, and green employee involvement. Green recruitment involves attracting candidates who are not only qualified but also environmentally conscious. Green training and development

focus on enhancing employees' environmental knowledge and skills, enabling them to contribute to the organization's sustainability goals. Green performance management involves evaluating employees based on their contribution to environmental objectives, while green employee involvement encourages active participation in sustainability initiatives (Renwick, Redman, & Maguire, 2013). Though, this study adopts green employee relation, green employee engagement and green workplace practices.

Green employee relation

Employee relations is a key aspect of human resource management that focuses on maintaining positive and productive relationships between employers and employees. This concept has evolved significantly since its inception, driven by changes in the workforce, labor laws, and organizational structures. Understanding the history and development of employee relations provides valuable insights into the current practices and future trends. However, employee relations encompass a wide range of activities, including conflict resolution, employee engagement, communication, and the management of employee grievances and disciplinary actions. Effective employee relations practices are essential for fostering a positive work environment that enhances employee satisfaction, and improve organizational performance. Armstrong (2020) argued that contemporary employee relations should focus on creating a culture of trust and mutual respect, where open communication and collaboration should be encouraged. These behaviours should be practiced while taking into cognizance the

impact of these relations to the environment in terms of sustainability.

Green employee engagement

Green employee engagement is an emerging concept within the broader framework of sustainable human resource management, which focuses on involving employees in environmentally sustainable practices and encouraging them to adopt pro-environmental behaviours both in and outside of the workplace. The concept is rooted in the idea that employees play critical role in an organization's environmental sustainability efforts. This is because engaging employees in green initiatives not only helps to reduce the organization's environmental impact but also enhances employee motivation, satisfaction, and commitment because it involves cognitive, emotional, and behavioral components (Norton, *et al.*, 2017). Cognitively, it includes employees' understanding and awareness of environmental issues emotionally. It equally involves employee attachment to and enthusiasm for environmental goals as it reflects in their actions and participation in green practices (Robertson & Barling, 2017)

Green workplace practice

One of the key aspects of green workplace practices is energy efficiency thus, organizations have implemented various strategies to reduce energy consumption, such as installing energy-efficient lighting, optimizing heating and cooling systems, and encouraging employees to switch off unused electronic devices. Chowdhury, *et al.*, (2017) emphasize that energy conservation not only reduces operational costs but also contributes

significantly to lowering the organization's carbon footprint. Furthermore, the adoption of renewable energy sources, such as solar and wind power has become increasingly common as organizations seek to reduce their dependence on fossil fuels (Zibarras & Coan, 2017). However, most organizations have adopted practices such as recycling programs, reducing single-use plastics and encouraging the use of reusable materials. These initiatives have helped in minimizing waste generation thereby promoting the responsible disposal of materials. Thus, Pham, *et al.*, (2019) highlights the effectiveness of comprehensive waste management programs in reducing the environmental impact of organizational operations and raising awareness among employees about the importance of sustainable practices. These practices if well extended to customers would engender their consumption experience. Nonetheless, green workplace practices are not limited to physical changes within the organization but also extend to fostering a culture of sustainability that includes educating employees and customers about the importance of environmental responsibility, providing training on sustainable practices, and encouraging them to participation in the green initiatives. All these would support in increasing ecological sustainability for society and the upcoming generation (Cao, *et al.*, 2024).

Customer Experience

Customer experience has become a focal point of inquiry among researchers across various disciplines due to its reflecting on the growing importance in business strategy. This experience refers to the cumulative

perception customers hold about their interactions with an organization, spanning through their entire customer journey, beginning from the initial contact to the process of purchasing and after-sales service (Lemon & Verhoef, 2016). The concept has gained recognition as a critical element to gaining competitive advantage, particularly in today's market space where products and services are easily comparable, and differentiation often hinges on the quality of customer interactions (Bolton, *et al.*, 2018). The relevance of this concept has grown significantly in recent times due to the proliferation of digital technologies and the growing shift towards more customer-centric business models. As businesses strive to create seamless and personalized interactions, the focus has shifted from mere delivering a product or service to creating a holistic, positive experience that meets or exceeds customer expectations (Homburg, *et al.*, 2017). These expectations in the form of strong superior customer experience are often linked to higher levels of customer satisfaction, loyalty, and advocacy (De Keyser, *et al.*, 2020).

Perhaps, the reason organizations prioritizing customer experience are more likely to retain customers, increase lifetime value, and encourage positive word-of-mouth, which is essential in the digital age where customer reviews and social media significantly impact brand reputation (Kandampully, *et al.*, 2018). More so, as customer expectations continue to evolve, businesses are increasingly utilizing advanced analytics, artificial intelligence, and other technologies to anticipate customer needs and personalize the experience. This not only enhances customer satisfaction but

equally drives operational efficiencies and innovation (Grewal, *et al.*, 2020). Despite the significant progress in understanding these experiences among customers, several gaps remained in the literature that highlights the need for further investigation to optimize customer experience strategies and outcomes especially in the hospitality industries. This study therefore focused on addressing some of these gaps with the adoption of customer affective experience, customer cognitive experience and customer physical experience as measures to customer consumption experience.

Customer affective experience

The affective measures of customer experience pertain to the emotions and feelings that a customer associates with their interactions with a brand. This emotional response is crucial because it often drives customer behavior, including loyalty, satisfaction, and word-of-mouth recommendations. Thus, positive affective experiences, such as joy, excitement, and trust, often lead to strong emotional connections with a brand that enhances customer loyalty while on the other hand, negative emotions, such as frustration or disappointment drive customers away. Bagozzi, *et al.*, (1999) highlights the importance of affective experiences in shaping customer attitudes and behaviors. More recently, Verhoef, *et al.*, (2021), emphasize that brands that successfully evoke positive emotions tend to have a competitive advantage, as these emotions often lead to deeper customer engagement and increased loyalty. However, affective experiences are often created through personalized

interactions, exceptional service and a brand's ability to resonate with a customer's personal values and identity (Brakus, *et al.*, 2009).

Customer cognitive experience

Cognitive customer experience involves the mental processes and thoughts customers engage in when interacting with a brand. This includes the processing of information, decision-making and problem-solving activities that occur during the customer journey. Cognitive experiences are closely tied to the way customers perceive the functional benefits of a product or service as well as their overall satisfaction with the decision-making process. These experiences are particularly important in situations where customers are required to make complex decisions, such as purchasing high-involvement products or navigating detailed service processes. Oliver (2010), opines that cognitive experiences influence how customers evaluate the effectiveness, efficiency, and reliability of a brand's offerings. A positive cognitive experience is often characterized by clarity, ease of use, and the availability of helpful information, all of which contribute to customer satisfaction and trust. Moreover, cognitive experiences are influenced by a customer's prior knowledge, expectations, and the perceived value of the product or service. The ability of a brand to meet or exceed these expectations plays crucial role in shaping the cognitive experience. For instance, Schmitt (2010) suggests that customers who perceive a brand as innovative or intellectually stimulating are more likely to have a positive cognitive experience, leading to higher levels of brand loyalty.

Customer physical experience

The physical component of customer experience refers to the sensory and bodily interactions that customers have with a brand or its products. This includes the tangible aspects of a product, such as the design, quality and usability as well as the physical environment in which the customer interacts with the brand. Physical experiences are often associated with the sensory appeal of a product, including sight, sound, touch, taste, and smell, all of which contribute to the overall perception of the brand. Physical experiences are particularly critical in retail environments and service industries, where the physical setting plays a significant role in shaping customer perceptions. For instance Bitner (1992) and Grewal, *et al.*, (2017) demonstrate that factors such as store layout, ambiance, and customer service can significantly impact the physical experience, influencing customer satisfaction and purchase intentions. The physical experience also extends to the ease with which customers interact with a product, including its ergonomics, accessibility, and user-friendliness. A well-designed product or service that is easy to use and meets the physical needs of customers is more likely to create a positive physical experience, which in turn can enhance the overall customer satisfaction and loyalty (Pine & Gilmore, 1998).

State of the Nigerian Hospitality Industry

Owing to the rich cultural heritage with diverse tourist attractions and the growing business activities in Nigeria, the hospitality industry would have experience significant

growth and development but the sector is still struggling to stay afloat due to myriad of challenges. These challenges include but not limited to bad government policies, inadequate infrastructures such as unreliable power supply, poor road network, attitude of hospitality workers (Amah & Ule, 2015) among other factors. This ugly situation has limit the potential growth of the industry in Nigeria as Eja, *et al.*, (2018) adduced that lack of reliable infrastructure discourages both domestic and international tourists. Aside these claims, are the issues of high operating costs and security in some part of the country that has pose significant threat to the viable inflow of tourists who may choose a cheaper and safer destination for their adventure than a threatening zone thereby affecting the revenue generated by the industry (Akpan & Obang, 2020; Eke, *et al.*, 2018) to Nigerian economy. Despite these challenges, the hospitality industry in Nigeria still has significant prospects. One of the most promising opportunities lies in the growing middle class and increasing urbanization. As more Nigerians attain middle-class status, there is a growing demand for hospitality services, including hotels, restaurants, and leisure activities. This trend presents a substantial market for hospitality businesses to tap into (Adebayo & Iweka, 2019) since the country remains a home to several UNESCO World Heritage Sites, such as the Sukur Cultural Landscape and the Osun-Osogbo Sacred Grove, as well as numerous festivals, including the Lagos Carnival and the Calabar Festival. These attractions provide opportunities for the development of niche markets in cultural and eco-tourism (Ayeni & Ebohon, 2018).

Theoretical Framework

The theoretical framework of this study is built on the commitment-trust theory of Morgan and Hunt (1994). The theory explains the dynamics of building and maintaining successful relationships between firms and their customers in a complex market (Abdul-Malik, 2024) thus, the proponents posit that commitment and trust are central to the development of effective and long-term relationships in the marketing context. Nonetheless, hospitality firms need to maintain a values relationship with their customers that require of them to invest in resources, time and effort. To achieve and build this skill, motivation, values and trust necessary to gain the benefits, human resource managers need to play key role in integrating organization's sustainable strategy with policies that must reflect fairness in the long-term health and sustainability of the organization's internal and external ecological responsible activities (Ravi & Ansuya, 2023). The investment committed to maintaining this relationship would metamorphose to customers' reliability and integrity that stands to reduce uncertainties in transactions thereby allowing for smooth interactions and exchange of information. The idea is that when hospitality firms put in resources in the form of effort and time to green behavioural practices, customers will in turn believed that their partners are trustworthy thereby giving rooms for hospitality firms to engage in behaviours that could foster increased quality to ensure long-term relationship success.

Methodology

The study adopted the descriptive research design using survey research strategy to collect data from hospitality customers via questionnaire. The idea behind this strategy is tied to the fact that the study is meant to offer new insight into customers experience in the Nigerian hospitality operations. This view highlights the facts that data collected from hospitality customers with emphasis in hotels in Yenagoa, were meant to interpret the prevailing conditions hospitality customers experience in cause of their consumption of hospitality products/services. Thus, a sample

population of 600 hospitality customers were issued self-report questionnaire through convenience sampling techniques with the help of five (5) research assistance drawn from among hospitality workers. From the numbers retrieved, 568 were cleansed and found worthy for the statistical analysis. These data were subjected to Multiple Regression Statistical Analysis in order to ascertain the level of effect of green human resource behaviour on customer consumption experience in hospitality operations and the result are presented below:

Data presentation and Analysis

Table 1. Demographic profile of hospitality customers

Demographic	Frequency	Percentage (%)
Gender		
Male	257	45.2
Female	311	54.8
Age		
18-25 years	293	51.6
26-35 years	178	31.3
36 years and above	97	17.1
Marital Status		
Single	325	57.2
Married	115	20.3
Others	128	22.5
Educational Attainment		
No formal education	16	2.8
Primary education	63	11.1
Secondary education	101	26.6
Tertiary education	338	59.5

Source: Survey report, 2024

The demographic analysis of hospitality customers as captured in the table above revealed that 45.2% of the study participants were male while 54.8% were female meaning that female customers patronize hospitality firms more than their male counterparts. It was also seen that significant majority (51.6%) are between the ages of 18-25 years, seconded by customers between the ages of 26-35 years (31.3%) and finally customers between 36 years and above (17.1%). Furthermore, 57.2% were singles, 20.3% were

married and 22.5% are either divorcee or widows. However, 2.8% of the customer's account for no formal educational attainment, 11.1% had primary education, 26.6% had secondary education and 59.5% had tertiary education. Conclusively, the overall analysis depicts that significant majority of the study participants were educated meaning they have complete knowledge of their consumption experiences in the Nigerian hospitality operations.

Table 2. Multiple Regression Analysis

Predictor Variable	Criterion Variable		
	Customer affective experience	Customer cognitive experience	Customer physical experience
Green employee relation	Sig. (.000) $\beta = .522^*$	-	-
Green employee engagement	-	Sig. (.000) $\beta = .376^*$	-
Green workplace practice	-	-	Sig. (.000) $\beta = .558^*$
R	.527 ^a	.621 ^a	.558 ^a
R²	.278	.386	.311
Adjusted R²	.274	.382	.307
F-value	72.312	117.952	109.364
Df	3.56	3.56	3.56
Coefficient	.236	.206	.202
Std. Error	.834	.727	.773
t-statistics	4.259	.999	3.443

$N=568, p<0.05$

The outcome of the regression analysis revealed that 52% of customer consumption experience in the form of affective experience in hospitality operations was influenced by green employee relation while 38% in the form of cognitive experience was influenced by green employee engagement and 56% in the form of customer physical experience was influenced by green workplace practices. The

goodness of fit model endorses the significant level of the outcome since the F-statistics (72.312; 117.952; 109.364) values exceeded the degree of freedom (3.56). Also, sample errors were not recorded because the difference between R² and adjusted R² were less than 5% as captured in the table. However, given the overall analysis on customer consumption experience in

hospitality operation, green human resource behaviour tend to indicate a favourable level of prediction given the outcome of the R values (53%, 62% and 56%). These outcomes actually predicts the variance on customer consumption experience at 95% confidence level given green employee relations ($t=4.259$); green employee engagement ($t=.999$) and green workplace practice ($t=3.443$) respectively. Based on these outcomes, the study hold that green human resource behaviour significantly influences customer consumption experience in the Nigerian hospitality operations.

Discussions and Conclusions

Drawing from the outcome of the empirical analysis, the study found that green human resource behaviour in the form of green employee relations; green employee engagement and green workplace practices all have significant positive correlation with customer consumption experience in the forms of customer affective experience, customer cognitive experience and customer physical experience. This corroborates Tang, *et al.*, (2018) whose study affirmed that green human resource management practices positively influence employee pro-environmental behaviour that aid in improving organizational sustainability and consciousness among the workforce. This consciousness proves that the effective adoption and implementation of green behaviour practices would not only increase hospitality firms' performance but will equally improve employee morale and customers consumption experience because it will integrate environmental sustainability in the behaviour of hospitality consumers. The

sustainability will engender customers' engagement hence, the outcome of Roscoe, *et al.*, (2019) whose result affirmed that green employee engagement positively influences organizational citizenship behaviour towards the environment which inclusion is not limited to the voluntary actions that goes beyond the formal job requirement to supporting environmental sustainability. These scholarly claims support the view that when leaders inspire and motivate their subordinate to engage in green behaviour such as providing clear communication about their product and service offerings to customers as well as offering support for green initiative that recognizes pro-environmental behaviour to hospitality customers, such sector stand to outperform their rivals. Demonstrating these behaviours, as quoted by Dumont, *et al.*, (2017) will cultivate a culture of sustainability that will further enhance customer experience especially in the hospitality sector. Perhaps, this cultivation spurred Luu (2018) to suggest that organizations that actively engage in GHRB are perceived more positively by customers, as these practices align with the growing consumer demand for ethical and responsible business practices. This positive perception can enhance the overall customer experience, as customers feel that they are supporting a firm that shares their environmental values. Conclusively, the study affirmed that green human resource behaviour in the forms of green employee relations, green employee engagement and green workplace practices influences customer experience through improved brand image, increased employee engagement, innovation in sustainable products, enhanced organizational

transparency, and positive emotional and cognitive responses. This is so, because consumer preferences increasingly favour sustainability and the integration of green HR practices becomes a crucial strategy for organizations aiming to enhance customer satisfaction and loyalty.

Implications of the study

Given the emerging relationship between green human resource behaviour and customer consumption experience in the Nigerian hospitality operations, the study advocated for organizations to commit themselves and those of their employees to green behavioural practices. These practices will not only enhance their internal operations but also send a strong message to their customers about their dedication to ecological sustainability. The idea lies in the fact that customers are increasingly aware of and are concerned about environmental issues, and as such they tend to favour firms that demonstrate a commitment to this sustainable behaviour. Moreover, the visible commitment of employees to green practices (whether through customer-facing roles or behind-the-scenes efforts) directly influences customer satisfaction through trust. This trust can enhance the emotional aspect of customer experience, thereby leading to stronger brand loyalty and customer satisfaction.

Recommendations

Based on the findings and the conclusions reached alongside the implications highlighted above, the study put forward the following recommendations:

- 1) Hospitality firms should encourage increase practices of green human

resource behaviour in the form of green employee relations among their clients in order to foster positive customer experience via the interaction. This interaction would drive customers' behaviour and equally shape their attitudes including their loyalty, satisfaction and recommendation of products/services to other customers.

- 2) To possess customers mental thought about a particular brand in the hospitality operation, firms should expand their employee engagement to focusing more on environmentally sustainable practices both within and outside of their work environment. This will not only increase organization's environmental impact but also enhances employee motivation, satisfaction and commitment because it involves customers' cognitive, emotional, and behavioral aspect of life.
- 3) Hospitality firms should understand that the physical (tangibles) attributes and or aspects of a product is key to customers loyalty and overall perception of the brand therefore, their facilities, ambiance and customer service should be taken seriously as a means to enhancing customer satisfaction and purchase intentions.

References

Abdul-malik, j. (2024). Theory review: factors affecting the level of trust and commitment in the

supply chains of high-tech companies. *International Journal of Advanced Engineering and Management Research*, 9(3), 31-39.

Abiodun, E. A., & Emmanuel, O. (2020). Environmental quality and economic development: Is there a Kuznets curve for air pollution in Nigeria? *South Asian Research Journal of Humanities and Social Sciences*, 2(3), 183-192.

Adebayo, I. T., & Iweka, A. C. (2019). Impact of infrastructural development on tourism growth in Nigeria. *Journal of Tourism and Hospitality*, 8(1), 331-338.

Akpan, U. E., & Obang, S. (2020). Insecurity and its effects on tourism in Nigeria: A study of the northeastern region. *Journal of Tourism Management*, 11(2), 45-57.

Amah, E., & Ule, P. A. (2015). Supervisors' self awareness and workers' productivity in selected hotels in Bayelsa State, Nigeria. *The International Journal of Business & Management*, 3(12), 129-134.

Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice*. (15th ed.). Kogan Page.

Ayeni, D. A., & Ebohon, O. J. (2018). Exploring sustainable tourism in Nigeria for developmental growth. *Journal of Sustainable Tourism*, 26(3), 442-457.

Bagozzi, R. P., Gopinath, M., & Nyer, P. U. (1999). The role of emotions in marketing. *Journal of the Academy of Marketing Science*, 27(2), 184-206.

Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers

and employees. *Journal of Marketing*, 56(2), 57-71.

Bobo, A., & Asagba, S. (2023). Relationship marketing orientation and customer retention of five-star hotels in Nigeria. *International Journal of Management and Marketing Systems*, 14(10), 45-60.

Bolton, R. N., Gustafsson, A., McColl-Kennedy, J. R., Sirianni, N. J., & Tse, D. K. (2018).

Small details that make big differences: A radical approach to consumption experience as a firm's differentiating strategy. *Journal of Service Management*, 29(5), 776-808.

Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52-68.

Cao, S., Xu, P., Qalati, S. A., Wu, K. (2024). Impact of employee environmental concerns on sustainable practices: Investigating organizational commitment and job satisfaction. *Sustainability*, 16: 5823.

Chowdhury, M., Nuruzzaman, M., & Wadud, Z. (2017). Energy efficiency strategies in green buildings: A review of current practices. *Renewable and Sustainable Energy Reviews*, 68: 873-883.

De Keyser, A., Katrien, V., Lemon, K. N., Timothy, L.K., & Philipp, K. (2020). Moving the customer experience field forward: Introducing the touch-points, context, qualities (Tcq) nomenclature. *Journal of Service Research*, 23(4), 433-455.

- Donald O. E. (2022). Exploring the factors that influence customers intention to revisit restaurants in Yenagoa metropolis. *Saudi Journal of Business Management Studies*, 7(6): 171-179.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613-627.
- Eja, E. I., Emaziye, E. M., & Iwara, A. I. (2018). Challenges of the hospitality industry in Nigeria. *Global Journal of Arts, Humanities and Social Sciences*, 6(5), 22-32.
- Eke, O., Onyema, M., & Okafor, L. (2018). Cost management challenges in Nigeria's hospitality industry: A case of Enugu State. *Journal of Economics and Sustainable Development*, 9(20), 62-70.
- Eketu, C. A., & Edeh, F. O. (2015). Promoting employee loyalty through organisational learning: A study of selected hospitality firms in Port Harcourt, Nigeria. *IOSR Journal of Business and Management (IOSR-JBM)*, 17(11), 39-44.
- Eko, s., Rofi, R., Syamsul, H. S. (2022). Green human resources management in hospitality industries: A systematic literature review. *European Journal of Human Resource Management Studies*, 5(4), 19-34.
- Farooq, R., Zhang, Z., Talwar, S., & Dhir, A. (2021). Do green human resource management and self-efficacy facilitate green creativity? A study of luxury hotels and resorts. *Journal of Sustainable Tourism*, 0(0), 1-22.
- <https://doi.org/10.1080/09669582.2021.1891239>
- Forrester. (2021). The return on investment (ROI) of customer experience (CX) transformation
- Gahler, M., Klein, J. F., & Paul, M. (2023). Customer experience: conceptualization, measurement, and application in omnichannel environments. *Journal of Service Research*, 26(2) 191-211.
- Gartner. (2019). Customer Experience: The New Batt
- Grewal, D., Hulland, J., Kopalle, P. K., & Karahanna, E. (2020). The future of technology and marketing: A multidisciplinary perspective. *Journal of the Academy of Marketing Science*, 48(1), 1-8.
- Grewal, D., Roggeveen, A. L., & Nordfalt, J. (2017). The future of retailing. *Journal of Retailing*, 93(1), 1-6.
- Homburg, C., Jozic, D., & Kuehn, C. (2017). Customer experience management: Toward implementing an evolving marketing concept. *Journal of the Academy of Marketing Science*, 45(3), 377-401.
- Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*, 43(2), 98-105.
- Kandampully, J., Zhang, T. C., & Bilgihan, A. (2018). Customer loyalty: A review and future directions with a special focus on the hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(1), 50-80.

- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer Journey. *Journal of Marketing*, 80(6), 69-96.
- Leroi-Werelds, S. (2019). Customer value measurement practices: Empirical evidence in the context of service delivery. *Journal of Service Management*, 30(4), 507-534.
- Luu, T. T. (2018). Green human resource practices and employee commitment: The mediating role of job satisfaction and the moderating role of education. *Journal of Sustainable Tourism*, 26(1), 1-20.
- Malthouse, E. C., & Li, H. (2017). Opportunities for and pitfalls of using big data in advertising research. *Journal of Advertising*, 46(2), 227-235.
- McKinsey & Company. (2020). The Next Normal: How Companies are Future-Proofing Customer Experience.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), 20-38.
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2017). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, 30(1), 31-52.
- Oliver, R. L. (2010). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: McGraw-Hill.
- Patil, D. Y., & Rane, N. L. (2023). Customer experience and satisfaction: importance of customer reviews and customer value on buying preference. *International Research Journal of Modernization in Engineering Technology and Science*, 5(3), 3437-3447.
- Pham, N. T., Tuckova, Z., & Phan, Q. P. T. (2019). Greening the workplace: A study of green human resource management practices in the Vietnamese hospitality industry. *Sustainability*, 11(13), 3641.
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76(4), 97-105.
- PwC. (2018). Experience is Everything: Here's How to Get It Right.
- Ravi, K. D., & Ansuya, A. (2023). Green human resource management: A cost-benefit tool. *GBS Impact*, 9(2), 175-184.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Robertson, J. L., & Barling, J. (2017). The role of leadership in promoting workplace pro-environmental behaviors. In S. Clayton & C. Manning (Eds.), *Psychology and climate change: Human perceptions, impacts, and responses* (pp. 235-252). Academic Press.
- Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organizational culture: Enhancing a firm's environmental performance for

sustainable development. *Business Strategy and the Environment*, 28(5), 737-749.

Schmitt, B. (2010). Experience marketing: Concepts, frameworks and consumer insights. *Foundations and Trends in Marketing*, 5(2), 55-112.

Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2021). Customer experience creation: Determinants, dynamics, and management strategies. *Journal of Retailing*, 97(1), 51-73.

Zibarras, L. D., & Coan, P. (2017). HRM practices used to promote pro-environmental behavior: A UK survey. *The International Journal of Human Resource Management*, 26(16), 2121-2142.