

## **Effect of Green Human Resource Management Practices and Green Work Life Balance on Operational Efficiency in Selected Hospitality Firms in Lagos and Ogun States, Nigeria**

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**ABSTRACT:** *Operational efficiency is delivering of quality goods and services to clients in the most cost-effective and timely manner. The growing threat of unsustainable use of natural resources is one of the most significant environmental factors, alongside deforestation, biodiversity loss, ozone layer deterioration, global warming, and climate change. Unfortunately, the tourism and Hospitality Industry's in Nigeria is complicit in this regard; hotels are renowned for high water consumption, interior recycling of enormous volumes of garbage, and air quality difficulties, among other things. Observed among the problems in the Hospitality Sector is the reduction on return on assets, return on capital employed and other indicators due to poor operational efficiency stemming from lack of proper green human resource management practices and green work life balance initiatives. Therefore, this paper examines the effect of green human resource management practices, green work life balance on operational efficiency of selected hospitality firms in Lagos and Ogun states Nigeria. The data collected through the primary sources (questionnaire) were analysed using descriptive and inferential statistics employing regression analysis. The study revealed that Green human resource management practices, green work life balance had significant and positive effects on operational efficiency in hospitality firms in Lagos and Ogun States Nigeria (Adj.  $R^2 = 0.372$ ,  $F(4, 363) = 89.861$ ,  $p < 0.05$ ).*

**KEYWORDS:** Green human resource management practices, green work life balance and operational efficiency.

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### **INTRODUCTION**

Despite the attractive and stabilized outlook of the Nigeria Hospitality Industry in the pre COVID-19 era, the emergence and resurgence of this disease were observed to have drastically

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affected the Hospitality Industry in Nigeria (Bello & Bello, 2021). Due to this, Nigeria hotel owners, and restaurant entrepreneurs practically finds it extremely difficult to run and sustain their businesses thus, exerting intense pressure on them to putting up sales advertisement of their properties on the country social media, and television stations seeking for interested buyers. This situation is worsened by poor government support and weak business recovery policy for Hospitality business owners. In view of these, it is important to identify green HRM practices, green work life balance that accelerate the contribution to the hotels operational efficiency through eco-friendly hotel services in Hospitality Industry, the sector has been recognised by the United Nations (UN) as one of the 10 sectors which has the capacity to turn communities towards a green economy (Abdou, Hassan, & El Dief, 2020).

Several authors have discovered significant effect of green human resource practices, green work-life balance on operational efficiency (Chayanan, 2020; Edeh & Okwurume, 2019, Bag & Gupta, 2019; Amran, Hung Kee, Nejati, & Yusoff, 2018; Islam, Rahman & Sheikh, , 2019; Eric & Odock, 2017) study the impact of green human resources practices, green work-life balance, and operational efficiency for organisations (hotels) adopting a variety of green practices in the areas of energy consumption, water consumption, waste generation, reduction, and recycling, and employee training and awareness creation . The authors discovered positive significant effect between green practices and operational efficiency. Conversely, Al-Mamun (2019); Pham, Tučková, & Phan (2019); Fawehinmi, Mohamad, Sofian-Abdul, Wan-Kasim, & Yusliza, (2020) on the analysis of employee awareness on green human resource management practices and green work life balance on operational efficiency found that current information on green HRM practices and green work life balance have a negative effect on operational efficiency, concluded that the interacting between green practices and operational efficiency was not important. Considering these discussions, this study proposed that:

H<sub>0</sub>: Green human resource management practices, green work life balance have no significant effect on operational efficiency of selected Hospitality Firms in Lagos and Ogun States, Nigeria.

## **LITERATURE REVIEW**

This section reviewed green human resource management practices, green work life balance and operational efficiency.

### **Green Human Resources Management Practices**

Sobaih (2020) defined green human resource management practice as the usage of human resource rules to support the sustainable use of property resources and to guarantee environmental sustainability. Uddin and Islam (2015), in their own view, explained that green human resource practices is environmentally-friendly human resource policies and practices that on the one hand, it will help organisations achieve its monetary goal through environmental branding and, on the other hand, protect environment from any negative impact that might be caused by the policies and actions of the organisations. Similarly, Mwita (2019) defined green human management practice as a process of making use of human resources at workplaces in order to achieve organisational goals with deliberate efforts to make sure the process

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contributes towards environmental sustainability. It intends to use HR functions, policies, strategies and practices as mechanisms for environmental management at work places. Hamod and Majeed (2021) explained that the term green human resource management practice has become most common word in business, and its importance increases over time. This term also has a secured position as a hot topic in modern research work as awareness of environmental management and sustainable development is increasing day by day all over the world. The topic of green human resource management today not only includes awareness of environmental affairs, but also the social and economic wellbeing of both the organisation and employees within a broader perspective (Hamod & Majeed, 2021).

This study measured green human resource practices with sub-variables green employee performance management, green employee relations and green disciplinary management as measured by different authors in their studies based on its characteristic. Jirawuttinunt and Limsuwan (2019) opined that employee green performance management is the practice of evaluation and improving capabilities of individuals and teams by enhancing their professional skills and environmental performance standards that help to achieve the organisational goal. Sobaih (2019) viewed and defined green employee relations to include employee involvement and participation in green suggestion schemes and problem-solving, developing training courses for the union representatives in environmental management and cooperating with stakeholders in all environmental issues. Sobaih (2019) also defined green discipline management as part of green human resource practices that ensure green employee behaviour inside the organisation are known and strictly adhere, to achieve the objectives and strategies of environmental management.

### **Green Work Life Balance**

Jayashree and Selvarani (2019) defined green work-life balance as the green HR initiatives that are aimed at creating sound occupational health and organisational health. It encompasses two key elements sustainability and operational efficiency. Green work life balance practices are highly commendable in the present days to sustain the intellectual capital in the organisation and it can be instrumental in creating enhanced quality of work life (QWL) for both the employee and employer at large. There is a growing need for examining the impact of green work life balance towards operational efficiency. Green work life balance policies focus on employees' twofold roles as consumers and producers, because employees learn and practice environmentally relevant behaviour in these two roles in particular. Operational efficiency is influenced by green HR practices at their workplace and also shaped by their green work life balance (GWLB) perceptions (Ahmad, Kamaruddin, Mat, Mohd -Salleh, Nik, & Omar, 2018). This study measured green work life balance with the sub-variables work family balance and work health balance. Babin Dhas and Karthikeyan (2015) viewed work-life balance as an act of managing between paid work and other activities that are important to the employee - including spending time with family, taking part in sport and recreation, volunteering or undertaking further study. Boer, Gragnano, Miglioretti and Simbula (2017) defined work health balance as a state in which the worker feels there are able to effectively balance health and work needs, considering the management attention to the employees' health and the perception of compatibility between the personal health situation and the job characteristics.

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### **Operational Efficiency**

Neil (2019) defined operational efficiency as the proficiency of a corporation to curtail the unwelcomed and maximise resource capabilities so as to deliver quality products and services to customers. There are several techniques and strategies that have been adopted to accomplish the basic goal of delivering quality goods and services to clients in the most cost-effective and timely manner. Resource utilization, production, distribution and inventory management are the most common aspects of operational efficiency. Ndolo (2015) indicated that operational efficiency is the key determinant of the long-term solvency of businesses, micro-economic or firm-specific predictors of corporates' financial health evolves around operational efficiency. Operational efficiency has a direct impact on the profit margins of organisations; operational efficiency is often achieved by streamlining firms' core processes in order to effectively respond to continually changing market forces in a more cost-effective manner. In other words, firms can attain operational efficiency by minimising redundancy and waste while leveraging their resources that contribute mostly to their success; and also, utilising the best of their workforce, technology and business processes (Vangie, 2019).

Silbert (2018) opined the characteristics of operational efficiency are not just about the performance of the organisation, although that certainly is part of it. Increasing volumes, sales numbers or even market share does not mean you are more efficiency, although it certainly may be the desired outcome. An efficient organisation is one that usually spends fewer resources to produce the desired profit or outcome they seek. Operational efficiency has a lot to do with people's management in an organisation, pushing responsibility to lower levels of an organisation, making processes smoother and more efficient, and teaching managers to empower employees to take risks and find new solutions all have an immense impact on the speed and efficiency of the organisation. Operational efficiency can be used as a proxy for competitive advantage, which affects the firm's current profitability and its future potential performance (Osazefua, 2019).

Vangie (2019) noted that reduced internal costs that result from operational efficiency help firms to be more successful in highly competitive markets, thereby achieving higher profit margins. The connection between operational efficiency and firms' financial performance has been widely studied. Inferences made drawn from these studies are however at variance. Operational efficiency is viewed as the ability of the company to reduce operating costs in attaining its objective through combination of right people, process and technology. With right combination of resources, business operation of any company will enhance productivity of services or goods offered.

Macauley (2017) emphasised that the advantages of operational efficiency are goods or services are created or delivered faster, cheaper, better, fresher, with few defects. Operational efficiency gains may be so great and justification for investment; however, user satisfaction is always important. Many of the benefits in the business cases will relate to operational efficiencies, and in turn efficiencies mean that services are delivered with less cost, fewer people, and fewer resources consumed. Operational efficiency is a virtue in all industries, and it will certainly drive systems for reasons such as competitive advantage. In many cases,

operational efficiency will be the imperative driving the system or service, especially if the service is related to not-for-profit entities like government or socialized health care. It required extra effort to stem line the organisation priority and sometime it required the use of expert which may be costly for the organization.

### **Green Human Resource Management Practices, Green Work Life Balance and Operational Efficiency**

Several authors (Chayanan, 2020; Edeh & Okwurume, 2019, Bag & Gupta, 2019; Amran, Hung Kee, Nejati, & Yusoff, 2018; Sheikh, Islam & Rahman 2019) found a positive effect among green human resource practices, green work life balance and organisational efficiency. Eric & Odock (2017) established the effect of green human resources practices, green work life balance and operational efficiency for hotels adopt a variety of green practices in the areas of energy consumption, water consumption, waste generation, reduction and recycling and employee training and awareness creation. The author also found that there is a strong positive effect between green operations practices and operational efficiency, green operations practices as very important hence adoption of green operations practices by hotels have a positive effect on operational efficiency.

Chayanan (2020) found green human resources management practices, green work life balance such as perspective of human resources, benefits, performance management, employee relation work life balance are significantly influencing the operational efficiency of the organisation. For environmental practices, environment management system, environmental training programs have significant influence the operational efficiency of the organisation. However, environmental supplied development does not influence the operational performance.

Gharibeh (2019) found that green HR practices and green work life balance are required for achieving the effective environmental performance; in order to preserve the environmental management systems inside the organisations. GHRM practices and green work life balance are dependent on the ideal patterns of the green behaviors of the human resources managers, the integration of the environmental strategies in the firm's strategic goals leads to achieving an effective EMS. The researcher shed the lights on the HRM practices; because of its effectiveness in promoting the human capital, and enhancing the operational efficiency and competitive advantage. Renwick et al, (2008 & 2013) found green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries.

Azra Khan, Majeed and Sayeed (2019) found that green HRM and green work life balance not only includes mindfulness towards environmental affairs but also stands for the social and economic well-being of both the organisation and the employees within a wider outlook. It can be used to reduce carbon footprints as well as costs, better efficiencies, make green awareness among the employees and initiate green work life balance programs (Nijhawan, 2014). Hence

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providing environmental education and enabling work life balance that can lead to a change in attitude and behavior of organisational members is very essential. Ahmad (2015) laid emphasis on providing such training to employees that can encourage recycling and waste management habits among them. Further, training staff to produce green analysis of workspace and energy efficiency, execution of job rotation to train green managers for future; and development of green personal skills can be considered as useful green training and development practices to enhanced operational efficiency (Maguire, Redman, & Renwick, 2013).

## **THEORETICAL REVIEW**

Ability, Motivation and Opportunity (AMO) theory initially proposed by Bailey (1993). One AMO theory Appelbaum, Bailey, Berg, & Kalleberg (2000) revealed that the notion of HR policies and practices can be grouped into ability, motivation or opportunity-enhancing categories and linked to improved performance through operational efficiency, agrees that the theory have become the standard reference in HRM discipline. Based on the model, and drawing on the concept of high-performance work systems (HPWS), the model was later developed by Appelbaum, Bailey, Berg and Kalleberg (2000), and its acronym stands for the three elements that enhance together employee performance: individual ability (A), motivation (M), and the opportunity to participate (O).

Additionally, Supporters of the theory, (Wong & Aspinwall, 2005; Mooradian, 2006; Zahra, 2007; Yang, 2007) acknowledge that AMO (ability, motivation, opportunity) model is a widely accepted model in human resource management (HRM) literature and its linkages with firm performance through operational efficiency. Given the importance of cultural and human intentions and behavioural factors, the three key AMO factors: ability (training for workers), motivation (incentive systems) and opportunity (trust) enhance competitive advantage and operational efficiency.

Also, AMO theory is considered due to the reason that green HRM practices and green work life balance dependent upon ability, motivation and opportunities in any level. It may be at individual employee or workforce level, team level, department level or at organisational level (operational performance). While employees must have green ability to perform in green way and have an internal state that leads to a higher degree of willingness to exert the needed effort to perform the job in green way or environment-friendly way with the help of their superiors and employer (Opatha, 2015). Motivation is very important to help employee to performed better, it stimulates employees to perform and successful in their duties, to accomplish relevant established organizational objectives. Hence, relevant top managers of the organisation develop programmes to stimulate their subordinates to perform green duties to accomplish objectives relating to greening. Thus, the ultimate performance of green HRM and green work life balance on operational efficiency can be under the scope of AMO theory (Marin-Garcia, & Tomas, 2016).

## METHODOLOGY

The study adopted survey research design. A proportionate random sampling technique was used with a sample size of 902 respondents made up of senior employees and management staff of selected hospitality firms in Lagos and Ogun States, Nigeria. A structured adapted questionnaire was used for data collection. There were 750 respondents, representing 83% were returned and found usable for the analysis. SPSS version 25 was used to analyse the descriptive and inferential statistics. The hypothesis was tested using multiple regression.

### Analysis and Results

The respondents indicated their perception and level of agreement with questions related to green human resource practices, green work life balance and employee retention. The responses were on the level of 1 to 6 which are based on agreement or disagreement on statements of green human resource practices, green work life balance and operational efficiency.

### Hypothesis Testing

H<sub>0</sub>: Green human resource management practice and green work life balance have no significant effect on operational efficiency of selected Hospitality Firms in Lagos and Ogun States, Nigeria.

**Table 1. Multiple Regression showing the effect of Green human resource Management practices on Operational Efficiency of selected Hospitality Firms in Lagos and Ogun States, Nigeria.**

<i>Coefficients<sup>a</sup></i>						
<i>Model One</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>T</i>	<i>Sig.</i>
$y_1 = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \mu_i$		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	0.645	0.189		3.417	0.001
	Green employee performance management	0.279	0.058	0.215	4.838	0.000
	Green employee relation	0.198	0.059	0.168	3.357	0.001
	Green discipline management	0.133	0.061	0.112	2.166	0.031
	Work-family balance	0.081	0.054	0.070	1.500	0.134
	Work health balance	0.173	0.047	0.149	3.638	0.000
<p><i>a. Dependent Variable: OPERATIONAL EFFICIENCY</i></p> <p><i>b. Predictor: Green employee performance management, Green employee relation, Green discipline management, Work-family balance, Work health balance</i></p> <p><i>c. R = 0.614<sup>a</sup> Adj. R<sup>2</sup> = 0.372</i></p> <p><i>d. F (4 363) = 89.861 (p&lt;0.05)</i></p>						

## Interpretation

Table 1 shows the effect of green human resources management practices (green employee performance management, green employee relation and green discipline management), green work life balance (work family balance and work health) and operational efficiency of selected Hospitality Firms in Lagos and Ogun States, Nigeria.

The result of the analysis revealed that all the elements of Green human resource management practices used in this research work: Green employee performance management ( $\beta = 0.279$ ,  $t = 4.838$ ,  $p < 0.05$ ); Green employee relation ( $\beta = 0.198$ ,  $t = 3.357$ ,  $p < 0.05$ ), and Green discipline management ( $\beta = 0.133$ ,  $t = 2.166$ ,  $p < 0.05$ ) had positive and significant effect on the operational efficiency of the selected Hospitality Firms in Lagos and Ogun States Nigeria. While one of the components of green work life balance (work health balance  $\beta = 0.173$ ,  $t = 3.638$ ,  $p < 0.05$ ) showed a positive and significant effect the other (work family balance ( $\beta = 0.089$ ,  $t = 1.500$ ,  $p > 0.05$ ) showed a positive but insignificant effect has a positive but insignificant effect on the operational efficiency of the selected Hospitality Firms in Lagos and Ogun States Nigeria. The results showed that green human resource management element and work health balance all have positive and significant effect on operational efficiency. This means that green human resource management and work health balance are strong determinants of operational efficiency in the selected Hospitality Firms in Lagos and Ogun States, Nigeria.

The correlation coefficient of  $R = 0.614$  revealed that an averagely strong and positive relationship exist between green human resources management practices, green work life balance and operational efficiency of selected Hospitality Firms in Lagos and Ogun States, Nigeria. The coefficient of multiple determination, Adjusted  $R^2 = 0.372$  also indicated that green human resource management practices and green work life balance explains only about 37.2% of the changes in operational efficiency while the remaining 62.8% could be as a result of other factors not captured in the model.

The F-statistics ( $df = 4, 363$ ) = 89.861,  $p < 0.05$ ) also revealed that the overall model is significantly able to predict the interaction between the practices of green human resource management, green work life balance and operational efficiency in the selected Hospitality Firms in Lagos and Ogun States, Nigeria. The predictive and prescriptive multiple regression models are thus expressed:

$$OE = 0.645 + 0.279GEPM + 0.198GER + 0.133GDM + 0.081WFB + 0.173WHB + \mu_i \dots \text{eqn i}$$

**(Predictive model).**

$$PQ = 0.645 + 0.279GEPM + 0.198GER + 0.133GDM + 0.173WHB + \mu_{ii} \dots \text{eq. ii}$$

**(Prescriptive model)**

Where:

$OE = OPERATIONAL EFFICIENCY$

$GEPM = GREEN EMPLOYEE PERFORMNACE MANAGEMENT$

$GER = GREEN EMPLOYEE RELATION$

$GDM = GREEN DISCIPLINE MANAGEMENT$

$WFB = WORK FAMILY BALANCE$

$WHB = WORK HEALTH BALANCE$

The result of the regression model showed that when the practices of green human resource management and green work life balance are held to a constant zero, operational efficiency will still be 0.645. This shows that even without the practices of green human resource management and green work life balance, operational efficiency of the selected hospitality firms in Lagos and Ogun States Nigeria would be 0.645. The results of the predictive model showed that all the components of green human resource management practices and one of the components of green work life balance (work health balance) are significant and hence prescribed for the firm's consideration. From the prescriptive model, an increase by one unit in the respective green human resource management practices (green employee performance management, green employee relation and green discipline management) and work health balance will lead to an increase in operational efficiency by 0.279, 0.198, 0.133 and 0.173 respectively. This means that an increase in green human resource practices and work health balance will lead to an increase operational efficiency of the selected Hospitality Firms in Ogun and Lagos States Nigeria.

Furthermore, the results of the analysis showed an overall statistical significance of  $p < 0.05$ . This implies that green human resource management practices and green work health balance are vital determinants of operational efficiency of the selected Hospitality Firms in Lagos and Ogun States, Nigeria. Thus, it is therefore suggested that the selected Hospitality Firms in Lagos and Ogun States should pay more attention to green employee performance management, green employee relation, green discipline management and work health balance for better operational efficiency. These findings led the researcher to reject the null hypothesis which states that Green human resource management practice and green work life balance have no significant effect on operational efficiency of selected Hospitality Firms in Lagos and Ogun States, Nigeria.

## **DISCUSSION OF THE FINDINGS**

The findings in Tables 4.1 and the results of hypothesis two revealed that the green human resource management practices and green work life balance (green performance management, green employee relation, green discipline management, work family balance and work health balance) had significant and positive effect on operational efficiency of selected Hospitality Firms in Lagos and Ogun states Nigeria. This affirmed the position of diverse scholars that green human resource management practices and green work life balance (green performance management, green employee relation, green discipline management, work family balance and work health balance) are pivotal to achieving and sustaining higher operational efficiency (Chayanan, 2020; Edeh & Okwurume, 2019, Bag & Gupta, 2019).

Previous scholars (Amran, Hung Kee, Nejati, & Yusoff, 2018; Islam, Rahman & Sheikh,,2019; Eric & Odock, 2017) had articulated the definition and the importance of green human resource management practices and green work life balance in the adoption of variety of green practices in the areas of energy consumption, water consumption, waste generation, reduction, and recycling, and employee training and awareness creation which had fostered operational efficiency for organisation. According to Neil (2019) operational efficiency as the several techniques and strategies adopted to accomplish the basic goal of delivering quality goods and

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services to clients in the most cost-effective and timely manner. Resource utilization, production, distribution and inventory management are the most common aspects of operational efficiency. Operational efficiency is the proficiency of a corporation to curtail the unwelcomed and maximise resource capabilities so as to deliver quality products and services to customers.

Vangie (2019) had previously noted that reduced internal costs that result from operational efficiency help firms to be more successful in highly competitive markets, thereby achieving higher profit margins. The connection among green human resource management, green work life balance and operational efficiency has been widely studied. Inferences made drawn from these studies are however at variance. Operational efficiency is viewed as the ability of the company to reduce operating costs in attaining its objective through combination of right people, process and technology. This affirmed Sobaih (2020) position that green human resource management practice and green work life balance support the sustainable use of human and property resources and to guarantee environmental sustainability for the organisation and could attain greater operational efficiency.

Jabbour (2020) recognized and greed with Mohd Yusoff, Othman, Fernando and Amran (2015) that GHRMP and green work life balance helps in the attraction of more dexterous employees due to the advantages of the organisation's reputation in the society, retention of dexterous employees as well as improvement of motivations, employees' commitment and loyalty to the organisation and improved competitive advantage, reduced water and energy consumption, reduced paper consumption, reduced waste production, and recycling and usage of recycled materials as fertilizer. All of these are followed by reduced expenses and reduced transportation which lead to reduced air pollution; Propagation of green culture and lifestyle in the society.

Empirically, some scholars (Chayanan, 2020; Edeh & Okwurume, 2019, Bag & Gupta, 2019; Amran, Hung Kee, Nejati, & Yusoff, 2018; Sheikh, Islam & Rahman 2019) had previously expressed found a positive effect among green human resource practices, green work life balance and organisational efficiency. Eric & Odock (2017) established the effect of green human resources practices, green work life balance and operational efficiency for hotels adopt a variety of green practices in the areas of energy consumption, water consumption, waste generation, reduction and recycling and employee training and awareness creation. The author also found that there was a strong positive effect between green operations practices and operational efficiency, green operations practices were very important hence adoption of green operations practices by hotels have a positive effect on operational efficiency.

The position of Chayanan (2020) was those green human resource management practices, green work life balance such as perspective of human resources, benefits, performance management, employee relation work life balance are significantly influencing the operational efficiency of the organisation. For environmental practices, environment management system, environmental training programs have significant influence the operational efficiency of the organisation. However, environmental supplied development does not influence the operational performance. El Sakka (2018) found a positive effect of green human resources management practices, green work life balance and operational efficiency of Walmart energy

that it was concentrated on four main areas: lighting; heating, ventilation and air conditioning; refrigeration; in each of these areas they are focusing on energy efficiency in the way they design, procure, operate, monitor and maintain systems.

However, Al-Mamun (2019); Pham, Tučková, & Phan (2019); Fawehinmi, Mohamad, Sofian-Abdul, Wan-Kasim, & Yusliza, (2020) disagreed with other previous authors on the analysis of employee awareness on green human resource management practices and green work life balance on operational efficiency found that current information on green HRMP and green work life balance have a negative effect on operational efficiency, concluded that the interacting between green practices, green work life balance and operational efficiency was not important.

In connection with this hypothesis and previous studied, Juan, Marin-Garcia and Tomas, (2016) focused on the advantages of AMO theory, that was an excellent and structured framework that provides a better understanding of the relationship among green human resources management, green work life balance and operational efficiency. The effectiveness of the theory appears to be beyond doubt, a well-trained and skilled employee will perform better, and a motivated worker will be ready to go the extra mile to enhanced operational efficiency.

Based on these empirical findings, and the confirmatory findings of previous scholars of the field of green human resources management practices and green work life balance it can therefore be stated that green human resources balance and green work life balance significantly affect operational efficiency, therefore null hypothesis ( $H_01$ ) was rejected.

## CONCLUSION AND RECOMMENDATIONS

The study concluded that green human resource management practices, green work life balance are important for operational efficiency of Hospitality Firms in Lagos and Ogun states Nigeria. This study reviewed the concept of green human resource management practices, green work life balance and how it could contribute to operational efficiency of Hospitality Firms in Lagos and Ogun state Nigeria and concluded that green human resources management, green work life balance is fundamental to the firm's operational efficiency. The study recommend that Hospitality Firms in Lagos and Ogun States should pay more attention to green employee performance management, green employee relation, green discipline management and work health balance for better operational efficiency

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