



Influence of Hotel Sustainable Management Practices on Customer Behaviour in Selected Hotels in Ilorin-West Lga, Kwara State Nigeria

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ABSTRACT: The objective of this paper is to study the influence of hotel management practices on customer behaviour in selected hotels within Ilorin West Local Government Area of Kwara state. The hotels were selected using the observation and purposive sampling method while the random sampling technique was used to select the members of staff for each hotel. A total of 100 respondents were issued well-structured questionnaires. However 85 questionnaires were retrieved. Data was analysed using descriptive statistic. The findings revealed that the hotels engage in sustainable management practices which includes social practices, environmental practices and economic practices with the exception of higher remuneration for employees, aggressive marketing by employees, and waste recycling. The environmental and economic practices which are not adopted by the hotels could cause potential bad business for the hoteliers and its customers as well as its local communities because the poor environmental maintenance negatively affects human health. This is evident in the fact that there is no recycle of waste and most likely there might be open dumping of waste. However, the sustainable management practices which are not carried out by the hotels have little or no effect on customer behaviour and as customers are more interested in repeat-buy and patronising the hotels more often.

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The need for people to travel outside their places of abode has increased tremendously in recent years (Bello, 2015). As more people travel, the need for clean, comfortable and safe hotel services cannot be overemphasized (Bello *et al.*, 2016). It is pertinent to state that hotel industry is a distinctive multifaceted people-oriented industry, which significantly contributes to the service economies of nations and Nigeria in particular (UNWTO, 2013).

PricewaterhouseCoopers (2015) reported that Nigerian hotel room revenue expanded at 22.6% compound annual rate of \$US1.1 billion in 2018 from \$448 million in 2014. This implies that hotel industry in Nigeria gears up to impact the national economy through corresponding revenue (Nikki *et al.*, 2015). However, despite the huge investment attracted to the Nigerian hotel industry, the average occupancy percentage of hotels in the country in the last six years

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is not encouraging. Sustainable development is a growing trend in not only the hospitality and tourism industry, but all industries. Sustainable development includes the aim to meet the needs of the present without compromising the ability of future generations to meet their own needs (Sloan *et al.*, 2013). A sustainable hospitality operation is one whose leaders ensure its resources limit adverse effects on the economy, society, and environment while protecting and enhancing these factors for future generations (Küpers, 2011). By incorporating sustainable practices, hotel leaders may be able to make a positive contribution to the lives of local people now and for the future. Hotel leaders will also need to consider issues such as public health, social justice, human rights, labour rights, equal opportunities, and maintaining and promoting socioeconomic factors, which all lead to sustainable practices (Sloan *et al.*, 2013). Many hotel and entertainment managers who are concerned about the environment have undertaken various initiatives in this regard (Hobson and Essex, 2001). Customers are making decisions on places to stay or do business based on how sustainable corporations are in their day-to-day operation. In order to promote sustainable development and achieve organizational goals, it is necessary for management to act taking into account not only profit making but also the environment and society (Todorut, 2012). In comparison to what has been learned about environmental management systems in the hospitality industry, there is still little information available about the integration of the three dimensions of sustainable attitudes (i.e. economic, environmental and social) into hotels' business strategies and on the impact of such practices on hotel customer satisfaction.

A sustainable development orientation is an important strategy for tourism organisations – mainly in terms of hospitality practices – to minimise the negative impacts of these organisations' activities on natural and social environments (Barr *et al.*, 2003) and, thus, to counter this industry's self-harming activities, many hotel and entertainment managers who are concerned about the environment have undertaken various initiatives in this regard (Hobson and Essex, 2001). Therefore, the objective of this paper is to study the influence of hotel management practices on customer behaviour in selected hotels in Ilorin West Local Government Area of Kwara state, Nigeria

MATERIALS AND METHODS

Study area: Ilorin, the state capital of Kwara State is located on latitude 8°30' and 8°50'N and longitude 4°20' and 4°35'E of the equator. Ilorin city occupies an area of about 468sqkm and it is situated in the transitional zone within the forest and the guinea savannah regions of Nigeria. It is about 300 kilometers away from Lagos and 500 kilometers away from Abuja the federal capital of Nigeria. The climate of Ilorin is tropical under the influence of the two trade winds prevailing over the country. Ilorin metropolis experiences two climatic seasons i.e. rainy and dry season. The rainy season is between March and November and the annual rainfall varies from 1000 mm to 1500 mm, with the peak between September and early October. Also, the mean monthly temperature is generally high throughout the year. The daily average temperatures are in January with 25 °C, May 27.5 °C and September 22.5 °C.

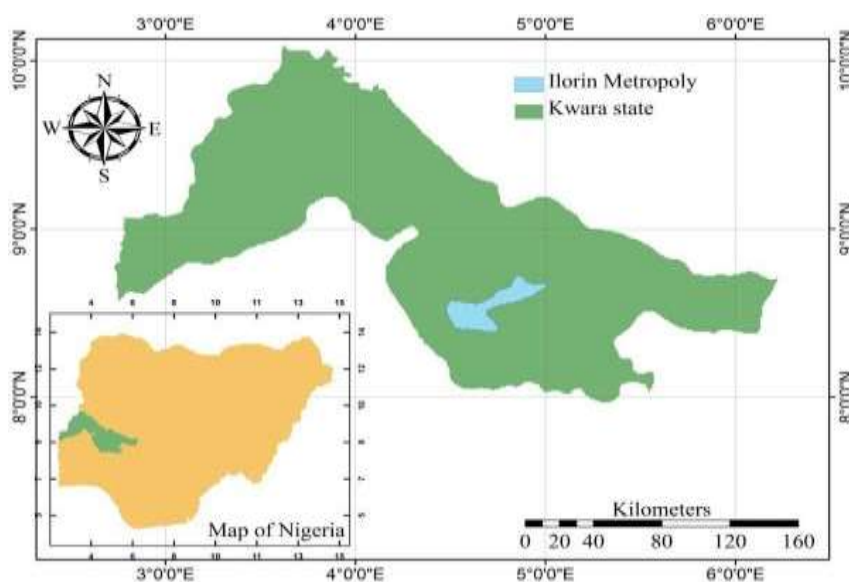


Fig 1: Map of the Study Area

Source: Google map (2003)

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Study Population and Sample Size: For the purpose of this research work, the population comprised of some staff in the selected hotels. The sample size for this study was put at one hundred (100) respondents. A total of 100 questionnaires (20 for each hotel) were distributed to each respondent (100 members of staff). Members of staff who were approached for the study were drawn from different departments which include room service, restaurant, front office, housekeeping, and so on. Out of the 100 questionnaires distributed, 85 were retrieved indicating an 85% return rate.

Sampling Techniques: The observation and purposive sampling technique was adopted to select the hotels used for this study. The following hotels in the study area were listed and observed to assess their standard: G-Pinnacle hotel, Solid Worth hotel, Layo hotel, Princess Luxury hotel, Peace hotel and suite, Golden Sand Luxury Resorts, Sutoria hotels, Holiday rental, Monarchs hotel, Kid hotels and Suites and T.J. Cottage. Out of the hotels observed, a total of five (5) hotels were selected for this study. The hotels are G-Pinnacle hotel, Princess Luxury hotel, Peace hotel and suite, Monarchs hotel and Layo hotel. These hotels were selected based on their equal standards. These hotels are represented with hotel A, B, C, D and E respectively. Subsequently, the simple random sampling was used to select the members of staff for each hotel. The selected members of staff of the hotels served as respondents and were issued questionnaires. **Data Analysis:** Data for this study was subjected to statistical computation using descriptive statistical measures such as frequency and percentages, tables

and mean of responses from the respondents in a likert scale.

RESULTS AND DISCUSSION

Table 1 shows the socio-economic status of the respondents (staff of the selected hotels). The result shows that most of the respondents are males (76.5%) while the age of the respondents depicts that the majority of staff are aged between 26-33 years (37.6%) followed closely by 18-25 years (35.3%). Based on educational status, majority of the hotel staff have attained at least tertiary education (44.7%) closely followed by those with secondary level education (41.2%). However, 56.5% of the staff have worked in the hotel for 7-9 years and 24.7% have served for 4-6years.

Table 1: Socio-demographic characteristics of respondents

Category	Sub-category	Frequency	%
Sex	Male	65	76.5
	Female	20	23.5
	Total	85	100
Age	18-25 years	30	35.3
	26-33 years	32	37.6
	34-41 years	14	16.5
	42-48	7	8.2
	49 and above	2	2.4
	Total	85	100
Educational qualification	Primary	12	14.1
	Secondary	35	41.2
	Tertiary	38	44.7
	Total	85	100
Years of service in the hotel	1-3 years	10	11.7
	4-6 years	21	24.7
	7-9 years	48	56.5
	10 years and above	6	7.1
	Total	85	100

Table 2a: Sustainable practices in use by hotel A (G-Pinnacle)

	Yes	No	Total
Economic practices			
1. Employees' wages (Remuneration) are higher than the average in the industry	2(10.5%)	17(89.5%)	19(100%)
2. Bonuses are offered to employees as a source of motivation for hard work	15(78.9%)	4(21.1%)	19(100%)
3. There are staff training programmes.	10(52.6%)	9(47.4%)	19(100%)
4. Employees engage in aggressive marketing	3(15.8%)	16(84.2%)	19(100%)
Environmental practices			
1. Actions are implemented to save water and/or energy	19(100%)	0(0%)	19(100%)
2. Waste is recycled	0(0%)	19(100%)	19(100%)
3. Employees are trained in environmental matters	13(68.4%)	6(31.6%)	19(100%)
4. Customers are encouraged to save energy and/or water	19(100%)	0(0%)	19(100%)
5. Customers are encouraged to respect the natural environment surrounding the hotel	13(68.4%)	6(31.6%)	19(100%)
6. Green patches and landscaping is done in the hotel's surrounding/community areas.	19(100%)	0(0%)	19(100%)
Social practices			
1. There is cooperation with social charity projects	3(15.8%)	16(84.2%)	19(100%)
2. Local community development is promoted	14(73.7%)	5(26.3%)	19(100%)
3. There is adequate security architecture in place	15(78.9%)	4(21.1%)	19(100%)

Table 2a shows the sustainable practices adopted by hotel A.

Obviously from the table, it can be seen that based on economic practices, employees remuneration is not higher than average just as employees do not engage in aggressive marketing.

In the same vein, there is no waste recycling nor cooperation with charity projects as can be seen under environmental and social practices.

However other practices such as bonuses, adequate security architecture, actions to save energy and water, landscaping and local community development are adopted. Staff training is fairly adopted in the hotel. Table 2b shows the sustainable practices adopted by

hotel B. It can be observed that hotel B has similar results to hotel A.

The major difference between hotel A and B is that the latter engages more in staff training compared to the former.

Table 2c shows the sustainable practices adopted by hotel C. Obviously from the table, it can be seen that based on economic practices, employees remuneration is not higher than average.

However, as against hotels A and B, hotel C engages massively in staff training as well as cooperates with social charity projects. In the same vein, there is neither waste recycling nor marketing by employees adopted by hotel C

Table 2b: Sustainable practices in use by hotel B (Princess Luxury hotel)

	Yes	No	Total
Economic practices			
1. Employees' wages (Remuneration) are higher than the average in the industry	1(6.25%)	15(93.75%)	16(100%)
2. Bonuses are offered to employees as a source of motivation for hard work	12(75%)	4(25%)	16(100%)
3. There are staff training programmes.	13(81.5%)	3(18.5%)	16(100%)
4. Employees engage in aggressive marketing	1(6.25%)	15(93.75%)	16(100%)
Environmental practices			
1. Actions are implemented to save water and/or energy	16(100%)	0(0%)	16(100%)
2. Waste is recycled	0(0%)	16(100%)	16(100%)
3. Employees are trained in environmental matters	12(75%)	4(25%)	16(100%)
4. Customers are encouraged to save energy and/or water	16(100%)	0(0%)	16(100%)
5. Customers are encouraged to respect the natural environment surrounding the hotel	15(93.75%)	1(6.25%)	16(100%)
6. Green patches and landscaping is done in the hotel's surrounding/community areas.	15(93.75%)	1(6.25%)	16(100%)
Social practices			
1. There is cooperation with social charity projects	13(81.5%)	3(18.5%)	16(100%)
2. Local community development is promoted	15(93.75%)	1(6.25%)	16(100%)
3. There is adequate security architecture in place	13(81.5%)	3(18.5%)	16(100%)

Table 2c: Sustainable practices in use by hotel C (Peace hotel and suite)

	Yes	No	Total
Economic practices			
1. Employees' wages (Remuneration) are higher than the average in the industry	2(10.5%)	17(89.5%)	19(100%)
2. Bonuses are offered to employees as a source of motivation for hard work	19(100%)	0(0%)	19(100%)
3. There are staff training programmes.	19(100%)	0(0%)	19(100%)
4. Employees engage in aggressive marketing	1(5.3%)	18(94.7%)	19(100%)
Environmental Practices			
1. Actions are implemented to save water and/or energy	18(94.7%)	1(5.3%)	19(100%)
2. Waste is recycled	1(5.3%)	18(94.7%)	19(100%)
3. Employees are trained in environmental matters	15(78.9%)	4(21.1%)	19(100%)
4. Customers are encouraged to save energy and/or water	18(94.7%)	1(5.3%)	19(100%)
5. Customers are encouraged to respect the natural environment surrounding the hotel	15(78.9%)	4(21.1%)	19(100%)
6. Green patches and landscaping is done in the hotel's surrounding/community areas.	19(100%)	0(0%)	19(100%)
Social practices			
1. There is cooperation with social charity projects	17(89.5%)	2(10.5%)	19(100%)
2. Local community development is promoted	15(78.9%)	4(21.1%)	19(100%)
3. There is adequate security architecture in place	17(89.5%)	2(10.5%)	19(100%)

Table 2d: Sustainable practices in use by hotel D (Monarchs hotel)

	Yes	No	Total
Economic practices			
1. Employees' wages (Remuneration) are higher than the average in the industry	3(18.75%)	13(81.25%)	16(100%)
2. Bonuses are offered to employees as a source of motivation for hard work	15(93.75%)	1(6.25%)	16(100%)
3. There are staff training programmes.	16(100%)	0(0%)	16(100%)
4. Employees engage in aggressive marketing	2(12.5%)	14(87.5%)	16(100%)
Environmental practices			
1. Actions are implemented to save water and/or energy	16(100%)	0(0%)	16(100%)
2. Waste is recycled	0(0%)	16(100%)	16(100%)
3. Employees are trained in environmental matters	15(93.75%)	1(6.25%)	16(100%)
4. Customers are encouraged to save energy and/or water	16(100%)	0(0%)	16(100%)
5. Customers are encouraged to respect the natural environment surrounding the hotel	15(93.8%)	1(6.25%)	16(100%)
6. Green patches and landscaping is done in the hotel's surrounding/community areas.	14(87.5%)	2(12.5%)	16(100%)
Social practices			
1. There is cooperation with social charity projects	0(0%)	16(100%)	16(100%)
2. Local community development is promoted	12(75%)	4(25%)	16(100%)
3. There is adequate security architecture in place	10(62.5%)	6(37.5%)	16(100%)

Table 2e: Sustainable practices in use by hotel E (Layo hotel)

	Yes	No	Total
Economic practices			
1. Employees' wages (Remuneration) are higher than the average in the industry	1(6.7%)	14(93.3%)	15(100%)
2. Bonuses are offered to employees as a source of motivation for hard work	13(86.7%)	2(13.3%)	15(100%)
3. There are staff training programmes.	15(100%)	0(0%)	15(100%)
4. Employees engage in aggressive marketing	0(0%)	15(100%)	15(100%)
Environmental practices			
1. Actions are implemented to save water and/or energy	15(100%)	0(0%)	15(100%)
2. Waste is recycled	0(0%)	15(100%)	15(100%)
3. Employees are trained in environmental matters	14(93.3%)	1(6.7%)	15(100%)
4. Customers are encouraged to save energy and/or water	15(100%)	0(0%)	15(100%)
5. Customers are encouraged to respect the natural environment surrounding the hotel	13(86.7%)	2(13.3%)	15(100%)
6. Green patches and landscaping is done in the hotel's surrounding/community areas.	14(93.3%)	1(6.7%)	15(100%)
Social practices			
1. There is cooperation with social charity projects	15(100%)	0(0%)	15(100%)
2. Local community development is promoted	13(86.7%)	2(13.3%)	15(100%)
3. There is adequate security architecture in place	13(86.7%)	2(13.3%)	15(100%)

Table 2e shows the sustainable practices adopted by hotel E. According to the table, it can be observed that there are clear similarities with hotel B as there is cooperation with social charity projects as well as high staff training. As with other hotels, waste recycling, higher than average remuneration for staff and aggressive marketing by staff is not adopted by hotel E. Table 3 shows the effect of the sustainable management practices been implemented by the hotels. The table reveals that employees remuneration and aggressive marketing has no effect on customer behavior (1.7 and 1.5 respectively). On the other hand, the trainings staff undergo and the bonus given to employees have a significant effect on customer behavior. Similarly, implementation of action to save water and energy, encouragement of customers to save energy and water, landscaping, training of employees in environmental issues, adequate security architecture and promotion of local community development have

a significant effect on customers behavior. Recycling of waste and employees remuneration have little or no effect on positive customer behaviour. From table 3, the highest ranked practices are implementation of action to save water and energy, security architecture, landscaping, introduction of new innovations, staff trainings and encouragement of customers to save energy and water.

Table 4 is a reflection of the staff perception of customers' behaviour towards the hotels as a result of the implementation of sustainable hotel management practices and it is obvious that the likert score range between 2.4-4.6 with the lowest being 'It would be costly in terms of money, time and effort to end the relationship with this hotel' and the highest being 'Staying in/patronising this hotel is great'.

Table 3: Influence of implemented sustainable practices on customer behaviour

Practices	No effect		Minor effect		Neutral		Moderate effect		Major effect		Mean	Rank
	F	%	F	%	F	%	F	%	F	%		
Economic practices												
1. Employees' wages (Remuneration) are higher than the average in the industry	50	58.8	23	27.1	5	5.9	4	4.7	3	3.5	1.7	3 rd
2. Bonuses are offered to employees as a source of motivation for hard work	5	5.9	13	15.3	3	3.7	25	29.4	10	11.8	3.3	2 nd
3. There are staff training programmes.	3	3.5	11	12.9	1	1.7	20	24.7	49	57.6	4.1	1 st
4. Employees engage in aggressive marketing	55	64.7	21	24.7	7	8.2	2	2.4	0	0.0	1.5	4 th
Environmental practices												
1. Actions are implemented to save water and/or energy	0	0.0	0	0.0	5	5.9	22	25.9	58	68.2	4.6	1 st
2. Waste is recycled	71	83.5	9	10.6	4	4.7	1	1.2	0	0.0	1.2	6 th
3. Employees are trained in environmental matters	2	2.4	3	3.5	8	9.4	51	60	21	24.7	4.0	4 th
4. Customers are encouraged to save energy and/or water	1	1.2	9	10.6	1	1.2	22	25.9	44	51.7	4.2	3 rd
5. Customers are encouraged to respect the natural environment surrounding the hotel	0	0.0	8	9.4	1	1.2	20	24.7	49	57.6	3.7	5 th
6. Green patches and landscaping is done in the hotel's surrounding/community areas.	0	0.0	4	4.7	4	4.7	39	45.9	38	44.7	4.3	2 nd
Social practices												
1. There is cooperation with social charity projects	38	44.7	29	34.1	1	1.2	20	24.7	1	1.2	1.7	3 rd
2. Local community development is promoted	2	2.4	5	5.9	1	1.2	17	20.6	41	48.2	3.9	2 nd
3. There is adequate security architecture in place	0	0.0	0	0.0	3	3.5	40	47.1	42	49.4	4.5	1 st

Table 4: Staff perception of impact of sustainable practices on customer attitude (satisfaction and loyalty)

Customer satisfaction	No extent		Low extent		Moderate extent		Large extent		V. large extent		Mean	Rank
	F	%	F	%	F	%	F	%	F	%		
1. It is nice to stay in/patronise this hotel	0	0.0	0	0.0	0	0.0	43	50.6	42	49.4	4.5	2 nd
2. Customers like staying in/patronising this hotel	0	0.0	0	0.0	0	0.0	42	49.4	43	50.6	4.5	2 nd
3. Staying in/patronising this hotel is great	0	0.0	0	0.0	0	0.0	37	43.5	48	56.5	4.6	1 st
Customer loyalty												
1. Customers usually use this hotel company as their first choice compared to other hotel brands	0	0.0	0	0.0	8	9.4	40	47.1	37	43.5	4.3	2 nd
2. It would be costly in terms of money, time and effort to end the relationship with this hotel	18	21.2	17	20.0	50	58.8	0	0.0	0	0.0	2.4	3 rd
3. Customers shall continue considering this one as my main hotel brand in the next few years	0	0.0	0	0.0	0	0.0	43	50.6	42	49.6	4.5	1 st
4. Customers would recommend this hotel if somebody asked for their advice	0		0		1	1.2	41	48.2	43	50.6	4.5	1 st

Conclusion: The study concludes that the hotels engage in sustainable management practices which includes social practices, environmental practices and economic practices with the exception of higher remuneration for employees, aggressive marketing by employees, and waste recycling. The study recommends that hotel regulating bodies, who are better informed about the sustainable management ideologies, should provide the management of hotel

establishments with recent documents on sustainable development practices.

Declaration of Conflict of Interest: The authors declare no conflict of interest

Data Availability: Data are available upon request from the corresponding author or any of the other authors.

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