

CRYSTALYSING GREEN TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEE BEHAVIOURAL OUTCOMES IN THE MANUFACTURING SECTOR

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ABSTRACT

The purpose of this study was to investigate green training and development practices on the determinants of employee's behavioural outcomes. The study used the descriptive research design to generate findings from quantitative data on a population of 245. Out of 169 questionnaires distributed, 151 was filled and submitted. The Cronbach Alpha was used for assessing reliability and the internal consistency of the items in the questionnaire at 0.895. This was done by using the statistical package for social sciences reliability procedure and SMART-PLS an advanced reliability procedure. Also, a purposive and stratified sampling technique was adopted. Results were analyzed with structural equation models with Path coefficients and T-statistics used to measure the variables. Results depicted that green training and development practices and employees' commitment (i.e., $b=0.814$, $tval=14.220$, $p<0.05$), green training and development practices on employees' satisfaction (i.e., $b=0.714$, $tval=10.815$, $p<0.5$) whereas, green training and development practices on employee's engagement (i.e., $b=0.398$, $tval= 3.464$, $p<0.05$). Hence, the result shows that green training and development practices contribute more to employees' commitment while employees' engagement had the least. It was recommended that management encourage rewards and recognition to encourage active learning among employees in the organization and give access to individual employees' training requirements.

Keywords: Green Training and Development Practices, Employee Behavioural Outcomes, Manufacturing Sector.

INTRODUCTION

The emergence of Green Human Resource Management (GHRM) is a major turning point in the history of Human Resource Management which has gained a lot of interest across the globe. It includes embracing sustainable practices and raising consciousness about living a more environmentally friendly lifestyle (Peerzadah et al., 2018).

GHRM is a framework that contributes to creating green employees that understand the green culture of an institution and appreciate it. A green initiative will keep its green goals in the HRM process of recruiting, hiring, and training, as well as compensating, improving, and advancing the company's human capital. A company's Human Resource Department has the

potential to play a major role in the development of a sustainability culture within the organization (Adeniji et al., 2020). Human capital and its management are critical to the achievement of organizational goals because HR processes play a critical role in turning Green HR policy into practice. The primary goal of greening is to reduce the negative environmental impact on the organization.

The concept of GHRM is said to be fast spreading in many developed countries and even the underdeveloped countries, because it is seen as a driving force in propelling the United Nation's Sustainable Development Goals (SDG's). This concept helps to contribute to the maintenance of a healthy ecosystem which in turn helps organization achieve their goals and objectives. This study is of great importance considering the fact that in Nigeria, there is little or no attention to the impending damage that is being caused by the manufacturing sector towards the ecological space, considering the carbon emission which harms the ozone layer, the government has paid little attention to this rising issues.

Many organizations in Nigeria do not incorporate green HRM in their organization environmental strategy and also do not recognize the significance of green HRM on their employee's behaviour at the workplace which affects employee's productivity due to non-sustainable work environment (Salau et al., 2019).

The implementation of green practices is not limited to different departments in the organizations; it is equally the duty of employees in all functions of the company to keep the environment green (Opatha & Hewapathirana, 2019). This has led to the increasing knowledge on GHRM in developed countries, while it remains a great question in developing organization on how HRM practices are required to successfully adopt GHRM, how those processes can be related and implemented in the place of work in other to assist the organization attain green business philosophy and the maximization of environmental efficiency.

This research work aims to evaluate the impact of green training and development practices on employee's behavioural outcome in the manufacturing industry. However, the research questions are:

- 1) What effect does green training and development practices have on employee's behavioural outcome (employee commitment)?
- 2) How does green training and development practices influence employee's behavioural outcome (employee engagement)?
- 3) What relationship exists between green training and development practices and employee's behavioural outcome (employee satisfaction)?

LITERATURE REVIEW

Green Training and Development Practices

Training is needed to help workers perform better; also enable them to be creative and competent. With that ecological issue, however, the companies are more inclined to provide its workers with green training. Green training allows workers to learn those skills to tackle organization's environmental issues (Tang et al., 2018). Designing specific ecological management training programs for employees: Designing and developing advanced training programs, education initiatives focused on the organization's needs, such as recycling education, waste management etc. (Masri & Jaaron; 2017; Tang et al., 2018). It consists of teaching/

impacting employees on working practices that minimize waste, use resources properly, energy efficiency and the causes of ecological degradation (Hiba & Ayham, 2017).

Green training and development in Nigeria are alternative ways to educate staffs on ecological sustainability and training that should be provided to workers on electricity, waste reduction and diffusion of environmental knowledge within the organization. This green training and growth allow the management to get staff interested in environmental problem-solving skills (Deepika & Karpagam, 2016). Green training and development have remained the most implemented in GHRM, according to literature on human resources issues. This is because an environmental awareness-related organizational training and development plan has the ability to create workers with expertise to recognize environmental issues, their significance and effect on current and future work environment concerns (Toubia & Netzer, 2017). Also, initiatives to handle Green awareness is necessary in the organization, this applies to the systematic management of information assets by companies using green technology, such as the usage of data hubs and cloud technology that can help to minimize carbon print and support to provide green training as well (Himanshu, 2018).

However, some companies are involving their workforce in both green training and green engagement to create a sense in which green habits are improved and reformed (Guerci et al., 2016). Some groups of academics have accepted that an organization's flow of information on green practices has a major effect on enhancing an organization's environmental efficiency.

According to Hovring (2017), the advent of new technology has an outstanding effect in the design of training and development programs that better suit the needs of the present-day parties. Providing all online training materials to minimize paper costs (Kapil, 2015; Masri & Jaaron, 2017); scheming seminar/workshops for energy efficiency inside the company, special training programs on waste reduction and recycling, giving workers opportunity to brainstorm and solve ecological problems; rotation of jobs in green jobs. Ultimately, different and specific trainings and development programs can be used to raise consciousness of key ecological concerns such as waste reduction, energy efficiency, the carbon footprints in the battle against pollution and maintaining a healthy living environment. Creation of special energy control / management workshops within the context of business: This applies to employee preparation as to the value of energy conservation and reducing electricity wastage, such as shutting off the electrical equipment before leaving the workshops.

This green training and growth aspect is another important addition to this research study, as it covers social and ecological concerns at all levels. That is, from basic health and safety apprehensions at the floor to strategic sustainability concerns at managerial and board level (Masri & Jaaron, 2017).

Employee Behavioural Outcome

The concept of employee behavioural outcome has become a trivial subject in the modern business environment. The business environment both internally and externally on a global scale is fast changing in areas such as policies, processes and technology (Ismail et al., 2018). Globalization opens up new ideologies, opportunities as well as challenges ranging from different industries. Whereas for organizations to survive they have to be able to attract talent that would exhibit positive behavioural outcomes (Salau, 2020).

In this study, employee behavioural outcome is both positive and negative sequence of actions exhibited by employees when carrying out functions, of which the outcome has potential effect on the organization. Employee behavioural outcome to some organization is like essential nutrient to human life (Salau, 2019). Considerably, organizations with highly competitive advantage tend to focus on strategies like building a workforce that can react positively in different situations to bring about a healthy organizational performance (Osibanjo et al., 2018). This shows that organization work towards making positive behavioural outcomes present in their culture. Some examples of behavioural outcomes include employee loyalty, commitment, satisfaction engagement and performance to mention but a few.

In a study carried out by Falola et al. (2018), it was opined that there is a direct and significant effect of behavioural outcome (commitment, satisfaction, engagement, organizational citizenship behaviour) on the operations of the organization irrespective of the size and nature. However, Salau (2020) supported this notion by opining that organization work towards engaging employees with more positive job behavioural outcomes in terms of identification, commitment, low adverse work outcomes (dishonesty and incivility). Furthermore, employee behavioural outcome is framed has been a function of experience based on certain situations and the individual in question.

Employee Commitment

Employees' commitment is a connection psychologically developed by an employee towards an organization they have employment in (Porter et al., 1974). This psychological attachment could be because of different factors, not necessarily because the employee wants to stay in the organization. It could be because of the benefits that the employee receives that are not just the basic wages and salary. It can be anything that links the employee to the organization (Josephine, 2021). It is also an employees' sense of connection and allegiance to an institution in which the employee is associated. The employees' attachment generally to the organization is dependent on if their intentions and personal goals tally with that of the organization, but also a lot of other factors influence and increase the level of commitment.

Commitment, therefore, makes the employee exert extra efforts on his\her jobs and on other actions that have to do with improving the organization, which would, in turn, serve as a benefit for both the employee and the organization. Employees' commitment has many organizational scholars attracted to it because it is essential to derive the required attitudes from the employees to reduce the rate of staff turnover and absenteeism, and other negative attitudes to work (Eric, 2018). Most scholars tend to think that commitment is a sort of connection linked with the employer and the employee (Omofowa, 2021).

H₀₁ Green training and development practices has no significant effect on employee's behavioural outcome (employee commitment).

Employee Engagement

Employee engagement serves as a forecaster of a company's strength to respond effectively with difficulty in situations. Engagement links to constructing emotional relationships between the employees and the organization (Malgorzata, 2020).

However, this is prominent when identification with the objectives and values of the organization are on different levels (Yuvaraja & Nadheya, 2018). Engagement is classified as a feeling connected to level of an employee's satisfaction and commitment with their roles in the organization. It is a great relationship which the employee has with their roles at work and the organization at large. Engagement at some point can be measured using the degree or extent which employees are satisfied and emotionally connected towards organizations development and productivity (Mkheimer & Mjlae, 2020).

Employee engagement does not always have to be positive feelings and attitudes during work, but also can be seen as organization citizenship attitude, commitment and high involvement work practices. (Purcell, 2013) classified engagement practice into three forms: Intellectual form, affective form, social form.

Wyatt (2017) opined and also surveyed 22 countries and 946 companies and found out that highly engaged employees are twice more likely to be among top performing employees than are other. According to Luthans & Peterson (2019) it was found that the engaged employees at their work and their organization are most likely to establish reasonable productivity and besides responding positively to their managers, achieve success.

Salau (2018) opined that engaged employees tend to have a better relationship and put themselves in the shoes of their customers in order to give them the best quality service or product, this is because these employees see the organization as their own. This results in loyalty of customer which tends to be an added advantage in organizations. He also claims that in organizations or departments where employees are seen to be engaged customer loyalty, organizations customers, sales referrals and repeat purchases are higher than that of organizations or departments with regular employee engagement.

H₀₂ Green training and development practices has no significant effect on employee's behavioural outcome (employee engagement)

Employee Satisfaction

Vandenberg & Lance (1992) defines job satisfaction as the general attitude of employees towards work. In addition, several contemporary research studies are starting to realize the dual approach to job satisfaction recommended by people like Herzberg, whose most motivational studies are based on intrinsic and extrinsic factors.

Okolocha (2021) reports that satisfaction in the workplace defines a sense of simplicity for employees and outstanding work experience. The researcher considers that the measurement of satisfaction at work should not be broad, but rather work on specific factors. It is difficult to understand and meet employees' wants, expectations, and habits, and knowing them does not fully ensure organizational productivity because employee behaviours are unpredictable (Tala & Malak, 2021). The concept of employees' satisfaction is interpreted in a variety of ways. There is a concept of needs and how they are met at its core (Salau et al., 2018). Varied interpretations of needs and the emotions that go along with them lead to varying satisfaction levels and different approaches to measuring those (Chiguvu & Guruwo, 2017). Employees are one of the most critical components of a firm's survival and growth in the market. This backs up the idea that an employees' degree of satisfaction is decided by their accumulated experience with the firm (Chiguvu & Guruwo, 2017).

H₀₃ Green training and development practices has no significant effect on employee's behavioural outcome (employee satisfaction).

Nigerian Manufacturing Sector

The involvement of global competition in manufacturing is a major challenge. This challenge is an issue in developing nation like Nigeria because an effective manufacturing system should be available in order to compete globally and meet up to a standard that is acceptable globally. Nigeria has enjoyed a long period of sustained economic growth, as has every economy, particularly developing ones. Currently it ranks the world's 27th largest economy in terms of nominal GDP (Ogunbanjo, 2019). Yet the manufacturing sector's contributions to the Gross Domestic Product (GDP) of the country are still low. One cannot overemphasize the effect of manufacturing on sustainable development. Very few countries have progressed in increasing developing income by engaging in just the manufacturing industry (Ogunbanjo, 2019). Characteristics of an effective manufacturing system

- 1) Design requirement should be met by the product
- 2) Should be scalable and flexible to new technology
- 3) Quality incorporation into the system.
- 4) High degree of productivity – optimum use of equipment, resources available, man and capital.

Thirteen activities do make up the manufacturing sector: motor vehicles and assembly, non-metallic products, pulp paper and paper products, textile, cement, basic metal and steel and iron, chemical and pharmaceutical products, wood and wood products, beverage and tobacco, plastic and rubber products, apparel and footwear, electrical and electronic and other manufacturing.

Nominal GDP growth in the manufacturing sector was estimated at 38.33% in the second quarter of 2021, which is 38.47% points higher than the figure recorded in the corresponding period of 2020 (-0.14%) and 6.23% points higher than the preceding quarter figure of 32.10% (National Bureau of Statistics, 2020).

Theoretical Framework

Ability, motivation, opportunities (AMO) theory

This is the ability, motivation and opportunities at any level, team, departmental or organizational level (environmental performance of the organization), (Appelbaum et al., 2000). Although employees must have a green capacity to carry out their work in a green manner, they must have an internal state which leads to a greater willingness to make the required efforts to carry out their work in a green manner or in an environmentally friendly manner. The workers must also be given incentives to work in a green manner by their supervisors and employers (Boxall & Purcell, 2003). However, AMO theory attempts to provide answers for, "for whom" in green HRM, in the light of stakeholder theory this can be supported. Good practices are for all organization's units. This includes all of the organization's stakeholders (direct, internal, indirect, external, present and future) (Ashlea et al., 2019).

METHODOLOGY

The study employed the use of descriptive research design. The data for the research was collected using structural copies of questionnaire administered to staff of selected manufacturing firm. The data for the research was collected using structural copies of questionnaire

administered to lower management staff of selected manufacturing firm in Nigeria. This firm was chosen as a study due to their talent attraction and success rate in the industry. A total population of Two Hundred and Forty-Five (245) employees, which was obtained from the selected firms' websites and a sample size of One Hundred and Sixty-Nine (169) respondents. The study adopted a purposive technique to select the organisation, stratified technique to select employees from different departments and random sampling technique to avoid bias in selecting employees. In developing the survey questionnaire instrument, questions were adapted from existing literature that relate to the study. However, in line with a descriptive research design, the Cronbach Alpha was used for assessing reliability and or the internal consistency of the items in the questionnaire. This was done by using the statistical package for social sciences reliability procedure (version 21) and structural equation model (SMART-PLS) an advanced reliability procedure.

However, permission was also attained from the proper authorities in the organisation where copies of questionnaire were distributed. The researcher made sure that the participants or key respondents to this research were well informed about the purpose as well as the background of the study, and these employees were kept informed with the whole data collection process.

RESULTS

S/N	Green training and development practices	SA	A	U	D	SD	Total
1	my organization has continuously improved its training and development programs on greening practices	32 (18.9)	93 (55.0)	22 (13.0)	17 (10.1)	5 (3.0)	169 (100)
2	Brainstorming and ideas are encouraged in the organization.	56 (33.1)	89 (52.7)	12 (7.1)	9 (5.3)	3 (1.8)	169 (100)
3	The managers also undergo training on how to implement green culture in the organization when necessary	46 (27.2)	79 (46.7)	20 (11.8)	18 (10.7)	6 (3.6)	169 (100)
4	My organization identifies and analyses its staff need in other to develop the required skills and knowledge.	44 (26.0)	78 (46.2)	27 (16.0)	17 (10.1)	3 (1.8)	169 (100)

Source: Field Survey, (2021)

Table 1 above reveals 32(18.9%) of the respondents strongly agreed that the firm continuously improved its training and development programs on greening practices, 93(55.0%) respondents agreed, 22(13.0%) respondents were undecided but 22(13.0%) respondents disagreed, while 17(10.1%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that the firm continuously improved its training and development programs on greening practices.

However, this table reveals 56(33.1%) of the respondents strongly agreed that brainstorming and ideas are encouraged in the organization, 89(52.7%) respondents agreed, 12(7.1%) respondents were undecided but 9(5.3%) respondents disagreed, while 3(1.8%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that brainstorming and ideas are encouraged in the organization.

Furthermore, this same table reveals 46(27.2%) of the respondents strongly agreed that the managers also undergo training on how to implement green culture in the organization when necessary, 79(46.7%) respondents agreed, 20(11.8%) respondents were undecided but 18(10.7%) respondents disagreed, while 6(3.6%) of the respondents strongly disagreed. Therefore, this can

be inferred that most of the respondents agreed that managers also undergo training on how to implement green culture in the organization when necessary.

Lastly, this table reveals 44(26.0%) of the respondents strongly agreed that the organization identifies and analyses its staff need in other to develop the required skills and knowledge, 78(46.2%) respondents agreed, 27(16.0%) respondents were undecided but 17(10.1%) respondents disagreed, while 3(1.8%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that the organization identifies and analyses its staff need in other to develop the required skills and knowledge.

S/N	Employees' Commitment	SA	A	U	D	SD	Total
1	I feel a sense of guilt about the possibility of leaving	38 (22.5)	77 (45.6)	16 (9.5)	25 (14.8)	13 (7.7)	169 (100)
2	I would recommend the organisation as an excellent place to work	37 (21.9)	76 (45.0)	37 (21.9)	14 (8.3)	5 (3.0)	169 (100)
3	I am emotionally attached to this organisation	38 (22.5)	75 (44.4)	24 (14.2)	23 (13.6)	9 (5.3)	169 (100)
4	I conform to the organization values	61 (36.1)	89 (52.7)	4 (2.4)	11 (6.5)	4 (2.4)	169 (100)

Source: Field Survey, (2021)

Table 2 above reveals 38(22.5%) of the respondents strongly agreed that that they feel a sense of guilt about the possibility of leaving, 77(45.6%) respondents agreed, 16(9.5%) respondents were undecided but 25(14.8%) respondents disagreed, while 13(7.7%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they feel a sense of guilt about the possibility of leaving.

However, this table reveals 37(21.9%) of the respondents strongly agreed that they would recommend the organisation as an excellent place to work, 76(45.0%) respondents agreed, 37(21.9%) respondents were undecided but 14(8.3%) respondents disagreed, while 5(3.0%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they would recommend the organisation as an excellent place to work.

Furthermore, this same table reveals 38(22.5%) of the respondents strongly agreed that they are emotionally attached to this organisation, 75(44.4%) respondents agreed, 24(14.2%) respondents were undecided but 23(13.6%) respondents disagreed, while 9(5.3%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they are emotionally attached to this organisation.

Lastly, this table reveals 61(36.1%) of the respondents strongly agreed that they conform to the organization values, 89(52.7%) respondents agreed, 4(2.4%) respondents were undecided but 11(6.5%) respondents disagreed, while 4(2.4%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they conform to the organization values.

Table 3 below reveals 64(37.9%) of the respondents strongly agreed that that they have achieved the desired level of personal growth, 77(45.6%) respondents agreed, 5(3.0%) respondents were undecided but 10(5.9%) respondents disagreed, while 13(7.7%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they have achieved the desired level of personal growth.

S/N	Employees' Satisfaction	SA	A	U	D	SD	Total
1	I have achieved the desired level of personal growth	64 (37.9)	77 (45.6)	5 (3.0)	10 (5.9)	13 (7.7)	169 (100)
2	I have the resources I need to do good work	55 (32.5)	99 (58.6)	4 (2.4)	8 (4.7)	3 (1.8)	169 (100)
3	I find the work meaningful	25 (14.8)	74 (43.8)	19 (11.2)	29 (17.2)	22 (13.0)	169 (100)
4	My position matches my abilities	31 (18.3)	82 (48.5)	36 (21.3)	13 (7.7)	7 (4.1)	169 (100)

Source: Field Survey, (2021)

However, this table reveals 55(32.5%) of the respondents strongly agreed that they have the resources I need to do good work, 99(58.6%) respondents agreed, 4(2.4%) respondents were undecided but 8(4.7%) respondents disagreed, while 3(1.8%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they have the resources I need to do good work.

Furthermore, this same table reveals 25(14.8%) of the respondents strongly agreed that they find the work meaningful, 74(43.8%) respondents agreed, 19(11.2%) respondents were undecided but 29(17.2%) respondents disagreed, while 22(13.0%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that find the work meaningful.

Lastly, this table reveals 31(18.3%) of the respondents strongly agreed that their position matches my abilities, 82(48.5%) respondents agreed, 36(21.3%) respondents were undecided but 13(7.7%) respondents disagreed, while 7(4.1%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that their position matches my abilities.

S/N	Employees' Engagement	SA	A	U	D	SD	Total
1	I am happy with my benefits	48 (28.4)	77 (45.6)	21 (12.4)	18 (10.7)	5 (3.0)	169 (100)
2	The organization has favorable working conditions	71 (42.0)	87 (51.5)	3 (1.8)	7 (4.1)	1 (0.6)	169 (100)
3	I am enthusiastic about my job	36 (21.3)	79 (46.7)	18 (10.7)	24 (14.2)	12 (7.1)	169 (100)
4	my organization tries to indulge employees in required trainings	38 (22.5)	73 (43.2)	37 (21.9)	15 (8.9)	6 (3.6)	169 (100)

Source: Field Survey, (2021)

Table 4 above reveals 48(28.4%) of the respondents strongly agreed that they are happy with their benefits, 77(45.6%) respondents agreed, 21(12.4%) respondents were undecided but 18(10.7%) respondents disagreed, while 5(3.0%) respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they are happy with their benefits.

However, this table reveals 71(42.0%) of the respondents strongly agreed that their organization has favorable working conditions, 87(51.5%) respondents agreed, 3(1.8%) respondents were undecided but 7(4.1%) respondents disagreed, while 1(0.6%) respondent strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that their organization has favorable working conditions.

Furthermore, this same table reveals 36(21.3%) of the respondents strongly agreed that they are enthusiastic about their job 79(46.7%) respondents agreed, 18(10.7%) respondents were undecided but 24(14.2%) respondents disagreed, while 12(7.1%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that they are enthusiastic about their job.

Lastly, this table reveals 38(22.5%) of the respondents strongly agreed that their organization tries to indulge employees in required trainings, 73(43.2%) respondents agreed, 37(21.9%) respondents were undecided but 15(8.9%) respondents disagreed, while 6(3.6%) of the respondents strongly disagreed. Therefore, this can be inferred that most of the respondents agreed that their organization tries to indulge employees in required trainings.

Test of Hypothesis, Data Interpretation and Findings

The research variables were measured using a structured questionnaire with a five Likert scale. The evaluation of green training and development practices which is the latent variable was measured with four (4) items, while employees' behavioural outcome was broken down into employee satisfaction, employee commitment and employee engagement with nine (12) items as shown in Table 1. The factor loading depicted in Table 5 for all items on green training and development practices and employees' behavioural outcome was above the minimum threshold of 0.50 as suggested by (Fornell & Larcker, 1981). Although items lower than 0.500 value were removed and the results are presented in Figure 1 and Table 5.

Table 5						
FACTOR LOADING FOR GREEN TRAINING AND DEVELOPMENT PRACTICES AND EMPLOYEE'S BEHAVIOURAL OUTCOME						
	Factor loading	Error variance	Composite reliability	AVE	Cronbach alpha	No. of indicators
Indicators	> 0.7	< 0.5	≥ 0.8	≥ 0.5	≥ 0.7	
Green training and development practices			0.888	0.666	0.832	4
Green 1	0.830	0.17				
Green 2	0.875	0.125				
Green 3	0.757	0.243				
Green 4	0.796	0.204				
Employee's commitment			0.824	0.543	0.720	4
Comm 1	0.828	0.172				
Comm 2	0.777	0.223				
Comm 3	0.732	0.268				
Comm 4	0.832	0.168				
Employee's engagement			0.838	0.640	0.702	3
Engage 1	0.606	0.394				
Engage 3	0.838	0.162				
Engage 4	0.922	0.078				
Employee's satisfaction			0.872	0.630	0.804	4
Sati 1	0.803	0.197				
Sati 2	0.603	0.397				
Sati 3	0.730	0.27				
Sati 4	0.794	0.206				

From the Table 1, it can be depicted that all the construct of green training and development practices and employee’s behavioural outcomes have values higher than 0.70 and 0.80, which depicts that they have composite internal consistency and Cronbach alpha reliability respectively. The factor loadings for the specific measures of construct ranged between 0.603 to 0.922. The instrument is adjudged reliable and valid since the fundamental requirement for the degree of fitness was satisfactory met. However, factor loading from 0.5 upwards show the variable has an average effect on the factor and the result of the inner structural model are presented in Figures 1 and 2 respectively.

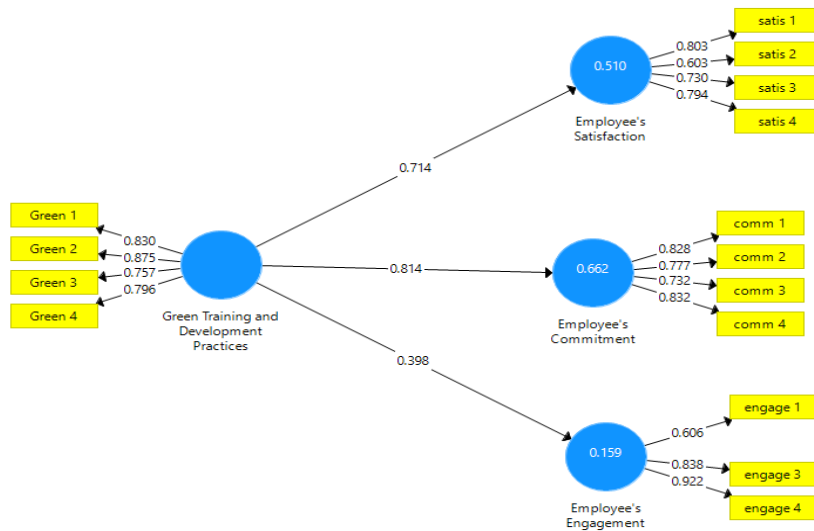


FIGURE 1
PREDICTIVE RELEVANCE (PATH COEFFICIENT) FOR GREEN TRAINING AND DEVELOPMENT PRACTICES AND EMPLOYEE’S BEHAVIOURAL OUTCOMES

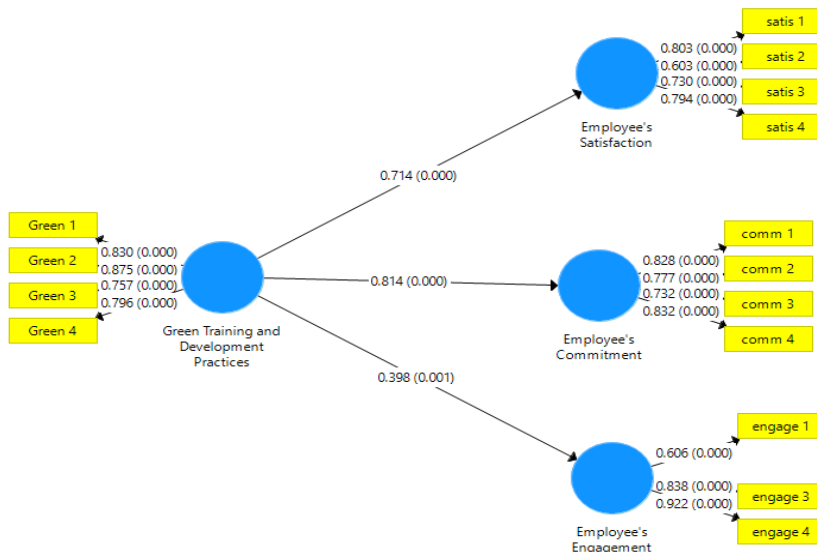


FIGURE 2
PATH CO-EFFICIENT AND P-VALUES FOR GREEN TRAINING AND DEVELOPMENT PRACTICES AND EMPLOYEE’S BEHAVIOURAL OUTCOMES

The Path Coefficients (β) and T- statistics Estimation

The bootstrapping for green training and development practices and employee's behavioural outcomes (i.e., employee's satisfaction, employee's commitment, employee's engagement) was presented in Figure 1. This hypothesis predicted for green training and development practices significantly influence employee's behavioural outcomes (i.e., employee's satisfaction, employee's commitment, employee's engagement) as displayed in Table 6.

Variables and Cross Leading			Path coefficient (O)	Std. Dev (STDEV)	T-statistics (O/STDEV)	P-values
Green training and development practices	→	Employee's commitment	0.814	0.057	14.220	0.000
Green training and development practices	→	Employee's engagement	0.398	0.115	3.464	0.001
Green training and development practices	→	Employee's satisfaction	0.714	0.066	10.815	0.000
				R-Square (R ²)	R-Square (R ²) Adjusted	
Green training and development practices	→	Employee's commitment		0.662	0.659	
Green training and development practices	→	Employee's engagement		0.159	0.150	
Green training and development practices	→	Employee's satisfaction		0.510	0.505	

The P-value of all constructs indicates in Figure 2 show a significant influence in the analysis ≤ 0.05 . The model indicated statistically significant path coefficient between the variables and also show an increase in unit of the independent variables which leads to increase in the dependent variables. Green training and development practices and employee's commitment (i.e., $b=0.814$, $T_{val}=14.220$, $p<0.05$). Green training and development practices on employee's satisfaction (i.e., $b=0.714$, $T_{val} = 10.815$, $p<0.5$). Green training and development practices on employee's engagement (i.e., $b=0.398$, $T_{val} = 3.464$, $p <0.05$). Hence, the result shows that green training and development practices contributes more to employee's commitment and employee's satisfaction while employee's engagement had the least. All the path coefficients were of practical importance since the significance level is below .05.

The result of this test showed in fig.1 that a unit change in green training and development practices will lead to an increase in employee's commitment by 81.4%. However, the result of this test showed that a unit change in green training and development practices will lead to an increase in employee's engagement by 39.8%. Lastly, the result of this test showed that a unit change in green training and development practices will lead to an increase in employee's satisfaction by 71.4%.

However, in fig. 2 it shows that a 51.0% variance of employee commitment is explained by green training and development. Also, it depicts that a 15.9% variance of employee

engagement is explained by green training and development. Lastly, a 66.2% variance of employee commitment is explained by green training and development.

Overall, the relationship between green training and development practices and employee's behavioural outcomes (i.e., employee's satisfaction, employee's commitment, employee's engagement) confirmed to be directly significant with the reference to the beta value of constructs above, which also depicts a strong degree of association especially on employees' commitment. The R value represents the correlation between the dependent variable employee's behavioural outcomes (i.e., employee's satisfaction, employee's commitment, employee's engagement) and independent variable green training and development practices.

DISCUSSION OF FINDINGS

The Discussion on the Research Questions is Presented Below

Findings showed a green training and development had a significant and direct effect on employee's commitment, depicting that when employees are being exposed to the like of green training and development by the organisation it increases their level of commitment which directly or indirectly affects the productivity level of the organisation. However, this finding is inline line with is line with previous studies such as Osibanjo et al. (2020); Muhammad et al. (2020). According to, Pham et al. (2019) opined that commitment of employees can be unlocked when there is an interaction between green training and green organisational culture also with the infusion of rewards to employees during this interaction.

The findings in this study also showed green training and development had a significant and direct effect on employee's engagement of which supports previous studies Adeniji et al. (2020) and Falola et al. (2018). Also, in line with previous studies Salau (2020) and Yuvaraja & Nadheya (2019), findings in this study showed a green training and development had a significant and direct effect on employee's satisfaction. Also, Omar & Ali (2021) depicted that as a mediating variable employee engagement fuse green HRM practices and individual green behaviour and further emphasized on the necessity of organisation to employee interaction in enhancing engagement with environmental initiative.

Extant literature has also shown that the green HRM activities are better tools for greening organizations and their procedures. Green efficiency, green attitudes, green mindset, and green human resource proficiencies, training and development can be influenced and reshaped by adopting green HRM practices, indicating that companies need to give greater priority to greening through HRM role: all these can be achieved through constant training and development programs.

Managerial Implication

Consequently, the means to achieving these goals is GHRM, while the result is the maximization of efficiency and performances, that is, the process and the result are both critical in order to sustain employees' performances. This research study has also paved way for Nigerian manufacturing companies to prioritize green HRM practices in order to achieve business objectives and goals through maximizing employees' performance.

However, based on this research, green training and development had a positive effect on employee commitment, employees' engagement, employees' satisfaction. To further enhance

these elements, organizations are encouraged to come up with strategies such as bonuses and recognition to ensure active learning amongst employees in the organization and must give access to training requirements for individual employees.

The labour market especially the manufacturing firms in Nigeria is diverse, with different individuals, different goals and different expectations. Therefore, it is important for organizations to bear in mind that the world is continuously evolving and with these changes; economic, political, social and technological changes arise in the organization that can impact both workers and employers. The key here is an efficient and effective flow of communication collectively between employer and employee and policies in line with organisations culture.

CONCLUSION

In conclusion, organizations also have to include work rotation in green duties. Encouraging jobs rotation inclusive of variety of divisions and positions where green policies are being practiced to train them in specific job roles. However, moving workers who do not work on green practices to green focus parts so that they can be used to adopting green practices. Engaging workers in addressing ecological problems in other words, involving employees at all levels in solving environmental management issues and even taking their opinions.

ACKNOWLEDGEMENT

Authors of this research work express sincere appreciation to the management of Covenant University for giving full sponsorship to the publication of this research work.

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Received: 03-Oct-2021, Manuscript No. ASMJ-21-8623; **Editor assigned:** 05-Oct-2021, PreQC No. ASMJ-21-8623 (PQ); **Reviewed:** 19-Oct-2021, QC No. ASMJ-21-8623; **Revised:** 24-May-2022, Manuscript No. ASMJ-21-8623(R); **Published:** 03-Jun-2022