



Green Training and Development Practices on Environmental Sustainability: Evidence from WAMCO PLC

FAPOHUNDA, Tinuke Moradeke¹, GENTY, Kabiru Ishola², OLANIPEKUN, Lateef Okikiola³

^{1,2,3} Department of Industrial Relations and Human Resource Management, Lagos State University, Ojo, Lagos, Nigeria.

¹Email: tinuke.fapohunda@lasu.edu.ng

²Email: ishola.genty@lasu.edu.ng³,

³Email: olanipekunokikiolalateef@gmail.com

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ABSTRACT

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Green training and development practices have been acknowledged as veritable tools for addressing environmental challenges; it is also a key ingredient for promoting the acceptance of environmental conservation in the workplace because in the long run, it helps to creating a win-win situation for both management and employees. To this end, this study examined effect of green training and development practices on environmental sustainability with the objective of examining the effect of developing green abilities on environmental awareness; and examining the relationship between green knowledge and employees' commitment towards the environment. Data was collected through the quantitative means from 175 employees of WAMCO Nigeria plc. Findings revealed that developing green abilities accounts for only 93.7% of variations in environmental awareness. This implies that developing green abilities have positive significant effect on environmental awareness as an indicator of environmental sustainability; in the same vein, there exists a positive and significant relationship between Green Knowledge and Employee Commitment towards the Environment which is a component of Environmental Sustainability with ($r=0.942$, $p\text{-value}<0.05$). The study concluded that green training and development practices are veritable tools for promoting employees' consciousness towards the overall achievement of sustainable development goals. Thus, employee engagement and involvement in green activities should be prioritized and strengthened through periodic training and development centered on the attainment of green goals.



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Corresponding Author's Email: tinuke.fapohunda@lasu.edu.ng

INTRODUCTION

Constant revitalization of the surrounding where production activities and processes are carried out is a prerequisite to achieving sustainability and ensuring a balanced ecosystem. Thus, enhancing the texture of the environment of work is a core responsibility of every 21st century management and this requires that employees are well equipped, educated and well-grounded in the knowledge towards the significance of effective environmental management. The increasing quest to achieve competitive advantage has necessitated manufacturing firms to start giving cognizance, attention and importance to empowering their employees towards exhibiting pro-environmental behaviour for the sake of actualizing environmental sustainability goals and fostering sustainable development (Chung, 2020).

Green training and development practice is an economically and eco-friendly approach for enhancing green value (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2018). Green training and development practice is an important component of green human resource management and it is a process of designing education and creating awareness among employees and integrating environmental sustainability goals and objectives into the organization's wider agenda (Yusoff, Nejati, Kee, & Amran, 2020). Environmental sustainability as a subject has been attracting attention from many scholars in management especially in the human resource management parlance (Pinzone, Guerci, Lettieri, & Redman, 2016) due to its strategic importance in the development of sustainable organisations that will contribute towards the realization of sustainable development goals (Ren, Tang, & Jackson, 2018).

Developing green abilities which falls under the common umbrella of green training and development delineates that an organisation invests resources in the holistic development of employees' behavioural attitudes, traits, knowledge and skills towards effective environmental management to enhance its sustainability and avoiding degradation (Amankwah-Amoah, 2018). Commitment of employees towards environmental sustainability delineates that employees are attached to the organisations and this specifically reflect that employees are in tune with the values of the organisation and are willing to be partners in progress, thus, accepting the organizations' targets and goals (Paillé & Boiral, 2019). Therefore, when an employee becomes committed to the environmental sustainability agenda of the organisation, it is reflected through their attitudes and behaviour as well as their continuous interest in pursuing the green value of the organisation.

The sustainability goals of any organisation will be a mirage until employees in the process of formulating environmental goals and strategies; and in this regard, employees become adept, well versed and highly motivated towards enhancing the course of environmental sustainability. In furtherance, employees' commitment towards environmental concern is a pertinent component of the organisation's business wider scope of environmental enhancement; which on the long run significantly bring about sustainability and competitive advantage (Wang, Tong, Takeuchi, & George, 2018).

Globally, the concern for environmental sustainability is among the most pertinent and pronounced social challenges (George, Howard-Grenville, Joshi, & Tihanyi, 2017). The issue of sustainability has also become an important focus for many organisations as a result of climate changes, pressures from regulatory bodies and increased demand for greater responsibility towards the environment by the society. According to Osuagwu, (2016), many Nigerian manufacturing organisations take less or no cognizance of their environment by situating factories in areas meant for residential. On many occasions, Nigerian citizens have bitterly expressed their displeasure on the high level of pollutions that these organisations have meted on the environment in the course of carrying out their production activities (Ihonybere, 2015, e Ali, M. S et., al 2021, Adeem, M. A

et al. 2019).

Furthermore, a study by Appel, (2017) and Oyedokun, (2019) made it known that employees in the manufacturing organisations display high level of indiscipline towards the environment through constant degradation. Since environmental performance of an organisation is a reflection of demonstrating the degree of awareness and commitment towards conserving the natural environment (Lather & Goyal, 2016). Large manufacturing organisations have been increasingly confronted with pressures to develop environmental friendly activities and practices during their production process. Marcus and Fremeth, (2017); argued that to achieve this requires employees green knowledge and abilities by the management in order to foster employees' commitment towards the environment (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2018).

To ameliorate and improve in sustaining the quality of the environment, a component of green human resource management which is green training and development practice becomes a mechanism for creating awareness, developing abilities and enhancing knowledge to foster employee commitment and consciousness towards protecting the environment. Based on the above arguments, this study examined green training and development practices on environmental sustainability among employees of WAMCO plc, Lagos State with the objectives of:

- i. examining the effect of developing green abilities on environmental awareness; and
 - ii. examining the relationship between green knowledge and employees' commitment towards the environment.
- a. Thus, this study anchored two research questions which are:
- iii. To what extent will developing green abilities affect environmental awareness?
 - iv. Is there any significant relationship between green knowledge and employees' commitment towards the Environment?

CONCEPTUAL REVIEW

Green Training and Development Practices

Green training and development practices is the process for reducing wastes, efficient and effective resource utilisation, conservation and preservation of energy and curtailing acts of environmental debasement. From the Nigerian perspective, green training and development practices can serve as an avenue for developing employees green abilities on the pertinence of environmental sustainability (Ullar, 2017). Thus, green training and development practices should involve seminars and workshops that will enable employees acquire requisite knowledge and skills to properly manage the environment effectively; so that they can exhibit pro- environmental behaviours and at the same time become eco-friendly (Hosain & Rahman, 2016, Sibte-Ali et al. 2018, e Ali, M. S et al. 2021). Also, aspects relating to the environment such as energy, safety, recycling and management of wastes should top the list in educating employees during training and development programmes (Genty, 2021). Furthermore, when the organization practice and extend green training and development through induction for new employees; it makes them more committed towards protecting the environment because the content of the induction programme would have been intensive enough to usher the trainees into understanding the policies of the organization and its procedures towards green management (environmental sustainability).

Indicators of Green Training and Development Practices

Table below highlight the indicators used in this study for measuring green training and development practices.

Table 1: Indicators of Green Training and Development Practices

S/N	Green candidate selection process	Sources
1.	Developing Green Abilities	Bishop, Daily and Mssoud, (2012) and Jabbour, (2015), (Ullah, 2017), Yusliza, Othman and Jabbour, 2018), Shah, (2019), (Schaltegger, Burritt & Petersen, 2020).
2.	Green Knowledge	Horbach, (2019), (Cheng, Yang & Sheu, 2020).

Source: Researcher's Framework, 2021

Developing Green Abilities

Sustainability is a vital issue in this modern dispensation as damages from environmental degradation through carbon emissions, toxic bio-degradable wastes are greatly affecting the planet (Ullah, 2017). So, maintaining environmental quality requires clean air, non-toxic water, a stable climate, green management of wastes and renewable energy (Shah, 2019). All these are expedient as future generations are looking forward to a better world and the earth must be sustained by developing green abilities by organisations at an early stage (Yusliza, Othman, & Jabbour, 2018). Developing green abilities requires equipping employees with the know-how to perform and solve environmental related problems. This is centered on trainings to focus on employees' mind-set, abilities, knowledge, skills as well as their attitudes towards developing and supporting an environment that is friendly and resource-efficient (Schaltegger, Burritt, & Petersen, 2020).

Green Knowledge

In this paper, green knowledge is considered as knowledge which is created, applied and developed to understanding environmental challenges and creatively proffers probable solutions using eco-innovative approach. As put forward by Horbach, (2019), green knowledge is a crucial driver for achieving a green economy. Just as economies are taking giant steps to becoming more sustainable. Green knowledge is required to develop and cultivate a green life style by applying the right approach towards curbing and reducing carbon emissions and conserving environmental texture (Cheng, Yang, & Sheu, 2020). The move to achieve green economies has been gaining momentum globally, and one of the key areas for developing employees is to equip them with adequate trainings so that they can acquire a contemporary strategic mind-set for mitigating both current and future environmental concerns (Shah, 2019). This necessarily requires much more teaching research as well as continuous green training and development practices.

The Concept of Environmental Sustainability

Environment can be described as a concept which is made of both physical and social conditions that surrounds an individual and influences their behaviour. According to Gana and Tola, (2015), environment can be said to be both objective and subjective; this is because it comprises both bodies in terms of animals, deserts, forests, grasslands, landmass and human; the interplay of these aforementioned takes place within the environment. Drawing inference from the position of Nanda, (2019) environment implies all aspect natural endowments which is provided and furnished by man in a bid to make life comfortable; these ranges from air, water, land and all

other materials needed for accomplishing his aspirations.

Environmental sustainability therefore implies the safe keeping, maintaining, managing and reasonable usage of natural resources in a manner which aids at maintaining uprightness of each ecosystem, support all lives, ensure effective preservation of the environment and preventing any form of degradation (Kuria & Mose, 2019). In the opinion of Diri, (2021) environmental sustainability can be viewed as an equilibrium which allows the human society to satisfy its current needs using natural resources without compromising or violating the ability of future generations to satisfy their comprehensive needs. Environmental sustainability is a conscious effort and responsive interplay with the environment with a view to preserving natural resources through the development of alternative power sources, reducing pollution or any negative impact that may erode environmental quality (Atmaca, Kiray, & Mustafa, 2019).

Indicators of Environmental Sustainability

Table below highlight the indicators used in this study for measuring environmental sustainability.

Table 2: Indicators of Green Recruitment and Selection Practice

S/N	Green candidate selection process	Sources
1.	Environmental Awareness	Liu, Vedlitz, and Shi, (2017), Umuhire and Fang, (2018), Ham, Cela and Horvat, (2018), Atmaca, Kiray and Mustafa, (2019), Jannah, Halim, Meerah, Fairuz, Subahan and Fairuz, (2019).
2.	Employee Commitment towards the Environment	Raneiri and Paille, (2016), (Pinzone, 2017), (Perez, Amichai- Hamburger and Shterental, 2019); (Paillé and Boiral, 2019).

Source: Researcher’s Framework, 2021

Environmental Awareness

Environmental awareness as a concept implies the incorporation of environmental science, psychology, sociology and other disciplines. Environmental awareness is a fragment of environmental literacy which can be regarded as an act of blending motivation, knowledge and skills together (Jannah, Halim, Meerah, Fairuz, Subahan, & Fairuz, 2019). Environmental awareness implies being in the know of the intending consequences of environmental abasement orchestrated by man’s attitude and action (Ham, Cela & Horvat, 2018). Environmental awareness also connotes the ability of individuals to comprehend the nexus between environmental quality and human activities as well as their willingness to participate in environmental conservation and protection (Liu, Vedlitz, Shi, 2017; Umuhire, Fang, 2018).

Employee Commitment towards the Environment

Commitment of employees towards environmental concerns is a reflection of the core internal motivation of individual employees (Perez, Amichai-Hamburger, & Shterental, 2019); and this is linked with employees attachment and identification with the organisation’s values as well as the acceptance of organisations green goals and targets (Paillé & Boiral, 2019). Thus, when an employee becomes committed towards environmental concerns; it reflects through positive change in attitudes and behaviour to assist the organisation pursues and achieves its green goals.

Furthermore, once their interest is stimulated towards the understanding of the benefits inherent in being committed towards environmental sustainability and the negative consequences of degradation; employees would be willing exert extra energies and efforts to ensure that the green goals of the organisations is achieved (pinzone, 2017). From the above, it is crystal clear that

employee commitment to the environment is a significant component of the holistic business environmental agenda which is geared to enhance sustainable performance and promote sustainable development (Liu, Li, Zhu, Cai, & Wang, 2018).

THEORETICAL REVIEW

Ability-Motivation-Opportunity (AMO) Theory

This theory is considered as one of the most dominant theories for explaining green practices and their outcomes both on employee and the organisation. This theory tacitly insinuated that HRM practices in sustaining the environment can only be achieved through the enhancement of employees' **Ability**; that is, by attracting and developing employees abilities on green concerns; enhancing employees' **Motivation** and level of commitment using strategies such as trainings, effective education; and availing employees the **Opportunity** to engage in knowledge sharing and problem solving activities through the provision of employee involvement programmes. In summary, this theory, affirms that human resource management practices can be employed to influence employees' discrete behaviours towards sustaining the environment using green training and development practices (Shen, Dumont, & Deng, 2018).

Social Exchange (SET) Theory

This theory was propounded by Emerson (1976), stressed that an organisation and its employees enjoy mutual trust and quality relationship in terms of adherence to the rules of exchange; and knowing fully well that there exists a reward for employees who are conscious of their environment and have acquired skills to keep it in shape. Because management has invested greatly in green human resource practices, therefore, employees will be willing to cooperate with the organisation to guard against any forms of environmental degradation. That is, employees will be highly motivated and oblige to carrying out their duties without any injury or damage to their environment. The thrust of this theory holds that an organisation's policy on environmental sustainability in terms of awareness and green knowledge will lead to employees' pro-environmental behaviours at work.

Empirical Review

Khurshid and Darzi (2016) investigated the habit of going green in an organisation human resource management practices. The authors found that green HRM plays a significant role in securing a sustainable development environment through a set target on economic, social and other organisation related goals of the environment. However, Nisa, Mahmood, Sandhu, Kanwal, and Iqbal (2016) posited in their study where they investigated the effect of green HRM practices on sustainability with reference to some selected companies in Pakistan that, a significant effect exists between all elements of GHRM and environmental sustainability. Five hundred (500) employees of 10 selected manufacturing firms were employed in the study and findings proved that there is a significant effects on of green development through employee capacity enhancement on environmental sustainability with ($R^2= 0.793$; $p= 0.000<0.05$).

Guerci, Longoni, and Luzzini (2016) examine the effect of stakeholder pressures on environmental performance while banking on green HRM as a mediating variable. The study found that green training and involvement, as well as green performance management and compensation, all have a significant effect on environmental performance, while green recruitment was denied with no relationship with environmental performance. Also, Ooi, Amran, Goh, and Nejati (2017) emphasised on the importance of GHRM to stakeholders of an organisation in Malaysia. The study identified six components of GHRM and found that green talent management, green performance management, green training and development, green employee engagement, green reward system and green employee separation are pivotal to Malaysian financial services industry.

A study carried out by Chowdhury, Sanju, and Asaduzzaman (2017), submitted that engaging employees on periodic green training and development practice would create environmental consciousness and reduces the negative environmental impacts of the organisation and increases the positive environmental impacts of the organisation. Chowdhury, Sanju and Asaduzzaman (2017) concluded in their study that green training and development practices in developing environmental sustainability are likely to results into minimization of wastage, reservation and preservation of natural resources, thus a very strong correlation exists among CSR, GHRM and sustainability. A sample of 300 employees was selected as respondents for the study and findings from the study revealed that developing employees green capacities significantly impact positively on employee consciousness towards environmental sustainability at ($R^2 = 0.846$; $p = 0.000 < 0.05$).

Based on the above, this study hypothesised that:

H0₁: Developing green abilities does not significantly have an effect on environmental awareness.

According to Ullah (2017) in the research carried out to examine comprehensively the review of GHRM and environmental sustainability in HRM. The study found that the implementation of GHRM in an organisation is likely to result into efficiencies, economical utilization of resources, less wastage, improved job-related attitude, improved work/private life, lower costs, improved worker execution and maintenance which help organisation to ensure environmentally sensitive, resource efficient and socially responsible workplace.

In another study carried out in Vietnam by Pham, Thanh, Tučková and Thuy, (2020), reported that green training was one of the predictors of employees' commitment to the environment, organizational citizenship behaviour for the environment, and corporate environmental performance. The positive linkage between green training and employees' environmental commitment was also reported in another study conducted in Tanzania by Mashala, (2019). The study raised three objectives, answered three questions and tested three (3) null hypotheses at 0.05 alpha level of significance. Data were analyzed using one-way Analysis of Variance, t-test independent sample. All the null hypotheses were rejected; finding thus reflected that green training and development practices positively influences employees' environmental commitment. Genty, (2021) carried out a study on Green Human Resource Management and organizational sustainability; this study employed the usage of discourse content analysis as a means for data collection; the outcome of his study bared that achieving sustainability depends on green training intervention as a means of understanding and reshaping the environment; his study reflected the importance of green training and development practice as a veritable tool for creating environmental awareness and consciousness. The outcome of his study validates the first hypothesis of this study which stated that developing green abilities brings about environmental awareness. Based on the above, this study also hypothesized that:

H0₂: There is no significant relationship between green knowledge and employees' commitment towards the Environment

METHODOLOGY

This section of the study analyses the procedures employed in carrying out this study; this section houses the study design, population of the study, sample size, sampling methods, instrument for collecting data, validity and reliability of the research instruments, method of data analysis, ethical consideration and so on. This study adopted a descriptive research design. This design was adopted because it assists the researcher to explicitly explain the variables under study in a clear and simplistic manner. As obtained from the human resource desk in December, 2021, the population for this study was four hundred and fifty six (456) employees. This comprised both male and female employees of

the selected organisation across different cadres and status. The area for the study was West Africa Milk Company (WAMCO) plc, Ikeja, Lagos State, Nigeria. This organisation was selected due to its large staff strength and its huge commercial activities. Sample size for this study was 209 (Two Hundred and Nine) employees which was drawn from www.raosoft.com/sample_size.html at 95% confidence level and 0.05 error rate. The study employed a multi-stage sampling technique which comprises: non-probability sampling technique (purposive) and probability sampling technique (stratified and simple random sampling techniques) was adopted for the study. This method was appropriate because it assisted in obtaining a satisfactory representation of various subgroups within a population.

At the *first stage*, a non-probability sampling technique, purposive sampling technique, was employed in the selection of the organisation (WAMCO) plc, Lagos State. The *second stage* was stratified sampling technique which was used in ensuring adequacy and equal representation of the sample. The population was divided into homogenous sub-groups, and then the *third stage*, a simple random sample was taken. The main characteristic of a randomized procedure is that every employee in the selected organisation has an equal chance of being selected. The simple random system was used to compliment the stratified sampling to select samples from each Department (stratum) and the number of employees selected from a particular Department was proportional to the stratum's share of the total population. Primary data was obtained using a questionnaire. The questionnaire was divided into three sections and consisted of close-ended questions. Section A was structured to obtain biographical information from respondents while section B and C were centered on green training and development practices; and Environmental sustainability respectively. The questionnaire was built on 5 Likert Scale system from "Strongly Disagree" =1 to "Strongly Agree" =5 and it was distributed by the researcher.

**Table III: Cronbach Alphas of the study Variables
Green Training and Development Practices**

S/N	Variables	Authors	No of Items	Cronbach Alpha
1.	Developing Green Abilities	Bishop and Mssoud, (2012) and Jabbour, (2015), (Ullah, 2017), Yusliza, Othman and Jabbour, 2018), Shah, (2019), (Schaltegger, Burritt & Petersen, 2020).	5	0.904
2.	Green Knowledge	Horbach, (2019), (Cheng, Yang & Sheu, 2020).	5	0.992
Environmental Sustainability				

Environmental Awareness	Liu, Vedlitz, and Shi, (2017), Umuhire and Fang, (2018), Ham, Cela and Horvat, (2018), Atmaca, Kiray and Mustafa, (2019), Jannah, Halim, Meerah, Fairuz, Subahan and Fairuz, (2019).	7	0.887
Employee Commitment towards the Environment	Raneiri and Paille, (2016), (pinzone, 2017), (Perez, Amichai-Hamburger, & Shterental, 2019); (Paillé & Boiral, 2019).	5	0.807

Source: SPSS 2021

To ensure internal validity of the research instrument, the researcher carried out a pilot study and pre-testing with employees of two (2) selected firms around Itele Ota Area of Ogun State. This was carried out in order to achieve the face, content, construct and criterion-related validity of the research instrument. Fifty employees from both firms were used for the pilot study to test the reliability of the research instrument. Employees were stratified according to their employment status. The researcher also put into cognizance gender equity of the employees. It was expected that the reliability test result will not yield less than 0.70 co-efficient. Data obtained were analyzed at both descriptive and inferential level of statistics using frequency distribution and simple percentage, through the aid of Statistical Package for Social Sciences (SPSS) version 26.0. The study employed regression and correlation analyses as the statistical tool for testing the two stated research hypotheses.

DATA ANALYSES AND RESULTS

Table IV: Result on Questionnaire Administration

Detailed response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
Total	209	197	12	175

Source: Field Survey, 2021

The above table reflected that 209 copies of questionnaire were administered, 197 were retrieved and 175 were found usable; this showed a response rate of **83.7%**.

Results

Hypothesis One

H0₁: Developing green abilities does not significantly have effect on environmental awareness.

Tables 5, 6, 7: Results of Linear regression analysis on the effect of developing green abilities on environmental awareness.

Table 5: Model Summary of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.937	.937	.341

a. Predictors: (Constant), Developing Green Abilities

Table 5 above showed that there is a correlation at $R = .968$ between developing green abilities and environmental awareness. An examination of the table revealed that the R square = .937 which connotes that developing green abilities accounts for only 93.7% of variations in environmental awareness. Thus, developing green abilities have positive significant effect on environmental awareness as an indicator of environmental sustainability.

Table7: Coefficients of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.184	.073		2.528	.012
Developing Green Abilities	.948	.019	.968	50.819	.000

a. Dependent Variable: Environmental Awareness

Table 6: ANOVA of Regression Analysis on the Effect of Developing Green Abilities on Environmental Awareness.

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	299.942	1	299.942	2582.558	.000 ^b
	Residual	20.092	173	.116		
	Total	320.034	174			

a. Dependent Variable: Environmental Awareness

b. Predictors: (Constant), Developing Green Abilities

Table 6 showed that the F-value is the Mean Square Regression (299.942) divided by the Mean Square Residual (20.092), yielding $F=2582.558$. The model in this table showed that the independent variable which is developing green abilities statistically significant at ($Sig = .000$) and positively have an effect on environmental awareness of employees towards sustaining the environment. Tables 5, 6 and 7 presents the result of the linear regression that were calculated to predict environmental awareness based on developing green abilities as component of green training and development practices. A significant regression coefficient was found ($F(1,173) = 2582.558, p=.000$), with R^2 of 937. This presupposes that 93.7% variation in environmental awareness was as a result of developing green abilities. Evidence in table 7, also is the beta value

under the standardized coefficients which shows that developing green abilities equivalently contributes to the change in the dependent variable (environmental awareness) ($\beta=.968, p=.000$). Therefore, the null hypothesis was rejected because results showed that, developing green abilities as an indicator of green training and development practices significantly have effect on environmental awareness.

5.1.2 Hypothesis Two

H0₂: There is no significant relationship between Green Knowledge and Employee Commitment towards the Environment.

Table 8: Results of Bi-Linear Correlations analysis on the relationship between green knowledge and Employee Commitment to the Environment

		Green Knowledge	Employee Commitment towards the Environment
Green Knowledge	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	175	175
Employee Commitment towards the Environment	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	175	175
**. Correlation is significant at the 0.01 level (2-tailed).			

The above correlation table reflected that there exists a positive and significant relationship between Green Knowledge and Employee Commitment towards the Environment which is a component of Environmental Sustainability with ($r=0.942, p\text{-value}<0.05$). This implies that a significant relationship exists between green knowledge and employee commitment towards the environment. Therefore, the null hypothesis was rejected because results proved that green knowledge which is an indicator of green training and development practices have significant relationship with employee commitment towards the environment which is an indicator of environmental sustainability.

DISCUSSION OF FINDINGS

Result from hypothesis one delineated that developing green abilities significantly have effect on environmental awareness; this symbolizes that when employees’ abilities are developed towards enhancing the environment; they become more aware and conscious of their surroundings; they will become pro-environmental and exhibit eco-friendly behaviours. Finding from this study is in agreement with the study by Subramanian, Abdulrahman, Wu and Nath, (2018), who opined that green training and development presents real opportunities for intellectually managing the environment. They further stated that green training and development practice enhances employees’ capabilities to promote positive environmental attitudes and behaviours. Findings from this study also aligns with the result of a study conducted in India by Srivastava and Shree (2019) whose report summarized that green training and development practices helps in strengthening the positive association between employees’ green involvement and corporate social responsibility. Finally, the result from this study corroborates the submission of Genty, (2021) whose study finding revealed that green training and development practices helps organisations to educate and engage employees in environmental problem solving skills.

For hypothesis two, findings revealed that Green Knowledge has a strong and positive significant relationship with Employee Commitment towards the Environment which is a component of Environmental Sustainability. Findings from this study also corroborates the submission of Owino (2016) whose study concluded that offering green training and development programmes towards environmental consciousness of employees will help organisations to improve its environmental sustainability agenda. In furtherance, findings from this study is also in tandem with the position of Kim, Kim, Choi and Phetvaroon, (2019) whose study documented that green training and development are important tools to promoting environmental management in an organisation and finally, the findings from this study agrees with the submission of Atiku, (2020) who posited that green training and development practices through green knowledge helps in fostering employee commitment towards the environment as well as improving employee green efficiency.

CONCLUSION

Environmental sustainability cannot be achieved in isolation; and without harmoniously aligning the employees who are partners of the organisation and key stakeholders in the actualization of organization's green objectives. Since green training and development practices have been verified and confirmed as veritable tools for promoting and enhancing employees' awareness and consciousness towards effective waste management, conservation of energy, reduction of carbon foot prints and green gas emission; thus, the practice should be made a periodic event by the management so as to imprint and ingrain the goodwill of being eco-friendly and eco-innovative on the workforce towards advancing environmental sustainability for the overall achievement of sustainable development goals.

RECOMMENDATIONS

Based on the outcome of this study, the researcher recommends the followings as recipes towards advancing environmental sustainability.

1. Employee engagement and involvement in green activities should be prioritized and strengthened through periodic training and development centered on the attainment of green goals.
2. Managements should constantly motivate employees to embrace green practices and provide them with ample opportunities to apply the skills, knowledge and education received during trainings on environmental management.
3. Management should always reward employee(s) green consciousness; in order to inculcate the goodwill of environmental sustainability into the workforce.

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