Green Training and Organizational Sustainability of Plastic Firms in Onitsha

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Abstract: *The study examined the Green training and organizational sustainability of plastic firms in Onitsha. The objectives of the study are as follows to: To examine the effect of green training on organizational sustainability of plastic firms in Onitsha. To determine the effect of green compensation on organizational sustainability of plastic firms in Onitsha. This study adopted the descriptive survey design which allows for the collection of original data from the respondents, describes the present situation and problems in their natural setting and permits a sample representing the population to be drawn. This research design is considered most suitable for the study because it was well suited to the description and correlative nature of green training study. The area of this study is Anambra state which is a state in southeastern part of Nigeria. The population of interest therefore consists of 14 plastic firms in Onitsha which has the staff capacity of 1328. The sample sizes of (256) were determined by using the Borg & Gall formular of (1973). The primary sources of data include the questionnaire and the personal interview, while the secondary sources of data include the journals, magazines, textbooks and internet. The study employed structure questionnaire as a method of data collection. Meanwhile percentage table and analysis of variance will be used to analyses the collected data from the sample respondents. The findings of this study revealed that green training has significant effect on organizational sustainability of plastic firms in Onitsha. Green compensation has significant effect on organizational sustainability of plastic firms in Onitsha. The study recommend that implementation of green training, principles and processes will lead to very positive outcome that will be visibly manifested in the organization and the environment.*

Keywords: *Green training, ANOVA, organizational sustainability, green compensation*

1.Introduction

Organizations prefer green training (GT), as an economically sustainable and environmentally friendly approach, in their attempts to be green (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2016). Among green human resource management (GHRM) practices, green training is a process of on-the-job training and further education designed to integrate the goals and objectives of environmental management, which has drawn great interest (Yusoff, Nejati, Kee, & Amran). Essentially, green training

has been identified as key to addressing independent barriers to environmental protection and promoting their acceptance in the workplace. This produces positive results for both organizations and employees.

Green Training According to Jabbour & Jabbour (2016), Green Training refers to a system of activities that motivates employees to learn environmental protection skills and pay attention to environmental issues, which are key in achieving environmental goals. Training can increase employee awareness, knowledge and skills in environmental activities. Green Training can help employees understand more about the importance of sustaining their organizations, which makes them more sensitive to the sustainability control process.

Green training and development refer to program of activities that motivate employees to imbibe environmental protection skills and pay attention to environmental issues around the organization, which is geared towards understanding and harmonizing the divergent interests of all policy makers and shareholders through a shared commitment to green planning, policies and decisions. Green training can increase employees' awareness, attitude, knowledge, and skills in environmental activities (Sammalisto & Brorson, 2008). Green training should be provided along with other education programs to all members of the organization, not only those linked with environmental departments. Green training will improve employees' interest, zeal and awareness of environmental activities in the workplace. Green education initiatives can help employees comprehend the vital essence of environmental protection, which crates great awareness to environmental control and/or prevention processes, such as collecting data on waste and identifying pollution sources (Kjaerheim, 2005).

Baumgartner and Winter (2014) opined that introduction of corporate eco practices such as training employees to take care of the natural environment, increasing environmental initiative, planning awareness, and allowing them to enhance their capabilities and self-efficacy to address environmental issues in an effective manner would help workers to imbibe responsive eco behavior in the form of pro-environmental behaviors. Green training also provides knowledge management that enables employees to carry out environmental activities. Training, appraisal system, and rewards help employees to engage in pro-environmental activities as greater environmental awareness, autonomous motivation, and strong intention to protect the environment (Dias - Sardinha & Reijnders, 2001). A report revealed that environmental knowledge and values in China are drivers of employees' environmental actions. Through green knowledge planning, employees can be mentored on extensive green training, enhancing their knowledge of and capabilities in environmental protection and improving their abilities in dealing with complex environmental - management problems (Sammafisto & Brorson, 2008).

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 (Fapohunda, Genty, Olanipekun,.2021). 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).

Objectives of the study

The following are the objectives of this research

i. To examine the effect of green training on organizational sustainability of plastic firms in Onitsha

ii. To determine the effect of green compensation on organizational sustainability of plastic firms in Onitsha

2. **REVIEW OF RELATED LITERATURE**

Theoretical Framework

The theory adopted in this study is the Resource Based View Theory. This theory formed the theoretical foundation of this study. This theory is discussed in this section as follows

Resource Based View Theory

The RBV theory by Covin and Lumpkin (2011) focuses mostly on inner resources of a company, such as assets, skills and competences, and on how these may be exploited to generate competitive advantages (Barney, 1991). The implementation of Green human resource management at organizational level is viewed as strategic competence for its outcomes to improve the organizational overall development (Arulrajah & Opatha, 2016). Human resource management skills are seen as internal resources with the major goal of Green human resource management to develop, inspire and provide chances for better business conduct for the competitive benefit of the company (Boxall & Steeneveld, 1999). It is believed to create an organization superior than rivals within the market if human resources implement RBV-strategies to develop and support increased competitive efficiency (Takeuchi et al., 2007)

Empirical Studies

Fapohunda, Genty, & Olanipekun, (2021) 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. 5Findings 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-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.

Yafi, Tehseen, Haider,(2021) examined the impact of green training on green environmental performance through the mediating role of green competencies and motivation on the adoption of green human resource management. The convenience sampling technique was employed to collect data through an online survey undertaken at public and private universities in Malaysia. The analyses were conducted using the Statistical Package for the Social Sciences (SPSS) v.25 and Smart PLS v.3 software, with the aim of testing the predefined hypotheses. It was revealed that green training has a significant impact on green environmental performance, and all six dimensions of green com- petencies, namely, skills, abilities, knowledge, behavior, attitude and awareness, were also green motivations. Both green competencies and motivations positively and significantly mediated the relationship between green training and environmental performance.

Farheen Javed and Sadia Cheema (2017) conducted a study in an empirical investigation on the impact of the adoption of Green human resource management in the Agricultural industry in Pakistan using a quantitative resource method. 300 questionnaires were distributed for this study out of which 263 questionnaires were used. The results were calculated by SPSS 24, different tests were applied 15

measure reliability and validity, to analyze the variables. Simple linear research identified various ways that green human resource management practices are improving agriculture now and in future. The finding of this research was that there is very little understanding of Green human resource management practices in Pakistan. Therefore, more effect manners should be applied to collect appropriate data and learning employee behavior towards change can make major difference in this field.

Muhammad Khsan Hadjri, Badia Perizade, Juaaidah, and Wita Farla (2019) conducted a study on green human resource, green organizational culture, and environmental performance: An empirical study at state hospitals of Palembang. The population in this study was 2,270 employees at state hospital in Palembang city. By using the solving formular and proportional stratified random sampling method, a sample of 146 employees was obtained. The instrument used to measure the research variable was a questionnaire measured by a five-point Linkert scale (1-5); Data that have been obtained from the questionnaire will be processed using the SPSS program. An instrument test consisting of validity and reliability tests will be conducted, followed by a normality test. The Analysis technique used in multiple linear regression analysis. The findings of this study showed that there were positive effects of all Green human resources management variables consisting of Green Recruitment and Selection (GRS) Green training (GTR) Green Compensation (GCO).

Nida Mohammad, Zainab Bibi, Jahanash Karin, Dilawar Durrani (2020) conducted a study on Green human resource management practices and organizational citizenship behavior for environment. The interactive effects of green passion in Pakistan. The data were collected from a total of 210 top and middle – level managers of FMCG firms across various cities of Pakistan. The developed hypotheses were tested using a simple linear regresson method and process macro for SPSS by Hayes's. Findings suggested that green human resource management has a positive effect on green passion and organizational citizenship behavior for the environment (OCBG). It was further revealed that green passion significantly mediated the relationship between green human resource management and organizational citizenship behavior for the environment.

David Antonioli, Susanna Mancinelli, Massimiliano Mazzanti (2013) investigated a research on "Is environmental Innovation embedded within high-performance organizational. The role of human resource management and complementarily in green business strategies in Italian industries. The empirical context of this work is the manufacturing sector of the Emitia-Romagna region in Italy (Nuts 2 level) which, with a population of about 4.5 Million (ISAT, 2010) accounts for 20% of national industrial production and about 9% of the nation GDP. Using an original data set on 555 Italian industrial firms regarding E1, HPWP and HRM coherent with the last US 2006 – 2008 survey. Results show that sector specificity matter. The only case in which strict complementarily matter. The only case in which strict complementary is observed in organizational change concerns co_2 abatement, a relatively complex type of environmental innovation (EI), but this is only true when the sample is restricted to more polluting and regulated sector.

Tahir Masood Qureshi, Abbilasha Singh, Balqees Naser Almessabi (2020) conducted a research on Green human resource management for organizational sustainability: A need of the hour for Modern Workplace. This cross sectional study shall empirically test the hypothesis based on research questions about primary data, collected from employees of public sector organizations. Based on positive epistemology in the deductive research, and using stratified random sampling technique 300 employees

working in difference industries of public sector were given questionnaires, 211 (70%) responded. Collected data were coded and analyzed using descriptive statistics, correlation, linear regression in addition to testing mediation and moderation models in SPSS 22.0 To test the reliability Cronbach coefficient alpha is used. The present research finds that government vision and policies about green human resources management practices were not fully explained to employees working in the public sector, hindering the attainment of organizational environmental goals and hence national sustainability efforts. Green human resources management practices significantly contribute to organizational sustainability.

3. Methodology

This study adopted the descriptive survey design which allows for the collection of original data from the respondents, describes the present situation and problems in their natural setting and permits a sample representing the population to be drawn. This research design is considered most suitable for the study because it was well suited to the description and correlative nature of green training study. The area of this study is Anambra state which is a state in southeastern part of Nigeria. The population of interest therefore consists of 14 plastic firms in Onitsha which has the staff capacity of 1328. The sample sizes of (256) were determined by using the Borg & Gall formular of (1973). The primary sources of data include the questionnaire and the personal interview, while the secondary sources of data include the journals, magazines, textbooks and internet. The study employed structure questionnaire as a method of data collection. Meanwhile percentage table and analysis of variance will be used to analyses the collected data from the sample respondents

4. PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. Two hundred and fifty-six (256) were administered among the students of selected population However; Two hundred and thirty-three (233) copies of questionnaire were retrieved. Therefore the analysis and interpretation of data is based on the returned questionnaires.

4.1 Demographic Table

4.1.1. SEX

		Frequency	Percent	Valid Percent	Cumulative Percent
	MALE	193	72.8	82.8	46.8
Valid	FEMALE	40	17.2	17.2	100.0
	Total	233	91.4	100.0	

Source: SPSS Version 21, 2022

The above table reveals that the one hundred and ninety-three of the respondents which represents 72.8% of the respondents were male respondents, while forty (40) respondents which represent 17.2% were female respondents. By implication, male respondents were more than female respondents by 55.6% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

4.1.2 STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	110	43.1	47.2	47.2
	SINGLE	123	48.2	52.8	100.0
	Total	233	91.4	100.0	

Source: SPSS Version 21, 2022

In the table above, out of the two hundred and thirty-three (233) respondents, one hundred and ten (110) of the respondents, representing 47.2% are married while one hundred and twenty-three (123) respondents which represent 52.8 percent are single. It is therefore glaring that the majority of the respondents were single as at the time of this study. Thus marital status table help us to know the number of single, and married respondents that answered the distributed questionnaires.

4.1.3 EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC	85	33.3	36.5	36.5
	BSC/HND	108	42.4	46.4	82.8
	MSC	24	9.4	10.3	93.1
	PHD	16	6.3	6.9	100.0
	Total	233	91.4	100.0	

Source: SPSS Version 21, 2022

The table above indicates that eighty-five (85) respondents which representing 36.5% percent maintain to acquired WAEC OR NECO while 46.4% percent of the respondents which represents one hundred and eight (108) have BSC/HND. However twenty-four respondents which represent 10.3 percent either have MSC. The respondents that have PHD are numbered sixteen which represent 6.9%. This as the one of demographic item helps us to identify the education qualification of the respondents.

4.1.4 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	37	14.5	15.9	15.9
	26-33	42	16.5	18.0	33.9
	34-40	53	20.8	22.7	56.7
	41-50	42	16.5	18.0	74.7
	51-ABOVE	59	23.1	25.3	100.0
	Total	233	91.4	100.0	

Source: SPSS Version 21, 2022

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 15.9% of the respondents are between the age brackets of 18 to 25 years while 18% respondents are within the age bracket of 26-33 years. On the same note, 22.7% of the respondents are within the age bracket of 34 - 40 years. On the same note, 18% of the respondents are within the age bracket of 41 - 50 years, while the remaining respondents representing 25.3% are within the age bracket of 51 years and above.

4.2 Hypothesis Testing

Hypothesis One

H0: Green training has no significant effect on organizational sustainability of plastic firms in Onitsha

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	482.586	2	241.293	139.624	.000[b]
	Residual	392.254	231	.424		
	Total	874.840	233			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis one is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative accepted, meanwhile green training has significant effect on organizational sustainability of plastic firms in Onitsha

Hypothesis Two
Green Compensation has no significant effect on organizational sustainability of plastic firms in Onitsha

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	516.783	2	172.261	16.189	.000[b]
	Residual	958.798	231	1.037		
	Total	1475.580	233			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis two is less than 0.05% level of significance (0.000) F-test of 23.172, as a result null hypothesis will be rejected and alternative accepted, meanwhile green compensation has significant effect on organizational sustainability of plastic firms in Onitsha

Discussion of the Findings
Green Training & Development and organizational sustainability
The second result from the test of hypothesis shows that green training has significant positive effect on organizational sustainability in plastic firms in Onitsha, Anambra state. Green training can increase employee's awareness, aptitude, knowledge and skills in environmental activities (Sammafisto & Brorson, 2008). Baumgarter and Winter (2014) opined that the introduction of corporate eco-practices such as training employees to take care of the natural environment, increasing environmental initiative, planning awareness and allowing them to enhance their capabilities and self-efficacy to address environmental issues in an effective manner would help workers to imbibe responsive green training that will translate to organizational sustainability (Sammafisto & Brorson, 2008).

Green Compensation and organizational sustainability
The first test of hypothesis result showed that green compensation have significant positive effects on the organizational sustainability of plastic firms in Anambra state. Considering a strategic approach to reward management; green reward & compensation is a system of financial and non – financial rewards, aiming at attracting, training and motivating employees to contribute to organizational sustainability (Jabbour et al,2013). Non-financial rewards could be offered alongside financial incentive, in form of green travel benefits green tax and green recognition. Green travel benefits include rewards for employees' vacation, transport and travel. Shareholders can be guided to reduce their carbon footprints and have greater awareness of environmental protection. Financial incentives such as these have been

introduced by UK companies and have a major effect on stake holder's willingness to protect the firm (Haque ,2017). Green recognition entails a system of non-financial rewards to stakeholders, such as companywide public recognition, paid vacations and gift certificate. These green recognition and rewards leads to a feeling of pride among colleagues and more effectively encourage pro-environmental behaviors (Veleva & Ellen Becker 2001).

5. CONCLUSION AND RECOMMENDATION

The review of literature has shown that there is paucity of research in area of green training research in developing economy especially in Nigeria. This study therefore will extend the frontiers of knowledge in the field of green training. The finding of this research will motivate and encourage business organizations to consider green training initiatives which will reduce the cost of production and help to sustain the organization. The study concludes that green training initiatives significantly and positively affect the plastic firms productivity in developing economy. This means that firms that increase the green marketing of its business operations will be more productive than others. This also implies that green compensation significantly and positively affects organizational sustainability. It is the compensation of the employees that leads to the productivity of the firms. Finally, the implementation of green training, principles and processes will lead to very positive outcome that will be visibly manifested in the organization and the environment.

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