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GREEN TRAINING AND EMPLOYEE PRODUCTIVITY IN SEAMAN MINING AND CONSTRUCTION LIMITED NNOBI, ANAMBRA STATE NIGERIA

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Abstract

The issue of green training policy is paramount to organizational growth and environmental sustainability. Green human resource management is a set of strategies adopted by human resources management personnel to introduce eco-friendly, and implement organizational green policy among employees. This study therefore, focused on the effect of green training on employee productivity in Seaman Mining and Construction Limited Nnobi, Anambra State Nigeria. The study adopted a descriptive survey research design. The population of the study was 580 employees of Seaman Mining. A simple random sampling techniques was adopted. Borg and Gall (1973) was used to determine the sample size at 112. Data was gathered through used of structured questionnaire. The hypotheses were tested using Pearson Moment Co-efficient Correlation with the aid of SPSS version 25. The study findings revealed that there is a moderate positive significant relationship between green training need assessment and employee engagement in Seaman mining and Construction Company Nnobi Anambra state Nigeria. Also, there is a strong positive significant relationship between green training method and employee commitment in Seaman mining and Construction Company Nnobi Anambra state Nigeria. The study

concluded that green training has significant influence on employee productivity, as business sustainability can only be guarantee when the business environment is properly protected from environmental threat and degradation. The study therefore, recommended that the management should engage the employees' in their green training need assessment so as to ensure proper alignment between the employee and corporate green training needs, as that will enable the corporate to know the area of training that will be given utmost priority. Furthermore, the need to propel the employees' attend green training workshop, seminar and conferences which will be part of the organization obligation in ensuring absolute employees' commitment towards green practice.

Keywords: Green Training, Employee Productivity, Green Training Need Assessment, Green Training Method, Employee Engagement

Introduction

Green training is a green activities organized by Human Resource Management (HRM) unit of an organization to educate and upgrade employees' on issues and modern green environmental practices with the aimed of aligning them with global green best 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, 2020). Training instills knowledge and skills in employees, which are important towards achieving different goals and objectives of an organization inclusive of an enhanced performance (Yafi, Tehseen, & Haider, 2021). Green training is one of the most important green human resource initiatives for firms' green performance management (Arago & Jabbour, 2017). Environmental training is an excellent strategy for human resource development. The purpose is to raise public awareness about environmental issues, encourage people to participate in green activities, and increase waste reduction and energy conservation (Zoogah, 2018). Green training and development improve an employee's ability to solve a range of environmental issues, which develops workers' understanding of environmental management and the best utilization of resources (Ahmad, 2015). For a variety of reasons, green training is regarded as an essential component of Green Human Resource Management.

In Nigeria, mining is largely a green field sector and is currently in the process of developing an attractive mining value chain, and there is need for Nigerian government to focus on investor friendly fiscal and regulatory policies in order to attract foreign direct

investments (FDIs) ahead of other countries as most of the residents in the rural area engage in illegal mining (PwC Mines Report, 2023). This practice has caused violent, conflict, environmental damage, and a significant loss of economic value. This is because most of the workers were poorly recruited, and were not given adequate green training. Environmental protection is paramount to the growth and sustainability of mining operation. It is evident that the activities of miners has move from traditional approach to automation which has resulted to paucity of skilled workers in the industry. According to PwC Mines Report, (2023), 57% of mining companies see training as the biggest barrier to adopting new technology as it relate to green activities. This attest to the fact that failure to train the employee in green behavior will negatively affect the worker ability to engage and committed in green behavioral practices, and there is urgent need for the mining companies to be proactive in training the workers in green behavior. It appear that Green training and green behavior have not been fully embraced by many mining companies Anambra state Nigeria. As a result of exploitation, wastage of natural resources and land slide alert due to infilling of the mining zone in Anambra state Nigeria is still common practice. This could be due to lack of awareness and insufficient skills among the management and employees, on how to design and implement green policies that support green behavior at work. This explains why few organizations are currently practicing green human resource management. Therefore, there is need to investigate the effect of green training on employee productivity in Seaman Mining and Construction Nnobi Anambra State Nigeria

Objective of the Study

The broad objective is to investigate the effect of green training on employee productivity in Seaman Mining and Construction Nnobi Anambra state Nigeria. Specially, the study sought:

i. To determine the relationship between green training need assessment and employee engagement
ii. To ascertain the relationship between green training method and employee commitment

Review of Related Literature

Green Training

Training is essential Human Resource Management (HRM) activities in any organisation. Employee green training is concerned with developing skills and attitudes and bringing awareness about environmental protection (Zoogah, 2011, cited in Veerasamy, Joseph, & Parayitam, 2023). Through training and development, employees learn how to reduce waste, engage in energy conservation methods, and implement eco-friendly practices (Gholami, Rezaei, Saman, Sharif & Zakuan, 2016; Tang, Chen, Jiang, Paillé, & Jia, 2018). Organizations design environmental management training programs to educate staff members on the value of safeguarding resources and the environment. According to Tang et al. (2018), this kind of training enhances green knowledge management and guarantees that workers actively seek preventive measures to stop environmental damage and resource depletion. Green training practice is an economically and eco-friendly approach for enhancing green value (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2018). A vital component of green human resource management is green training and development, which is the process of establishing awareness among workers, developing training resources, and incorporating ecologically conscious goals and objectives into the organization's larger agenda (Yusoff, et al., 2020).

Green training and development are suggested as a means to improve employees' awareness and information on environmental issues, manufacture the uplifting demeanour, adopt a proactive strategy toward environmental concerns and create skills to save vitality and diminish resource wastages (Adekoya, 2022; Griffiths & Petrick, 2019). Green training and development practices can serve as an avenue for developing employees green abilities on the pertinence of environmental sustainability (Fapohunda, Genty, Jayeoba & Olanipekun, 2023; Ullar, 2017). This will allow them to demonstrate pro-environmental behaviors and simultaneously become eco-friendly. These trainings can make employees to gain awareness of environmental friendly behaviors and practices. Green training and development are necessary for mastery and implementation of green policies that will enhance environmental protection and uphold effective utilization of natural resources.

Green Training Need Assessment

Green training need assessment is one of the activities of the organization that is geared towards identification of employee green training need and to align it with the corporate green policies and practice. A training needs analysis is a systematic process by which training needs are investigated and consolidated to provide the basis for the training program (Itika, 2011). There is need to ascertain the green behavioural pattern of the employee towards the environmental protection and sustainability. Therefore, it is the duty of the HR unit in the organization to identify, analyse and implement green policies that align with the corporate and individual needs. Training needs are defined as differences between the employee's demonstrable deficiencies in knowledge, abilities, and attitudes compared to job requirements and the need for organizational transformation (Itika, 2011).

Green Training Method

The training method an organization adopted in their green policy program is significance to the mastery and attainment to corporate green goals. Green training methods refer to the means by which green learning contents are communicated to the employee or trainee (Ezigbo, 2011). Basically, there are two green employee training approach which are on the job training and off the job training, and it is the duty of the corporation to choose the one that will appropriate to needs of the employee and the organization. Ezigbo (2011) argues that the method to be adopted depends on whether the training is going to be applied in the employee's current position, future or anticipated position as the both has merit and demerit in its adaptation and application. On-the-job training refers to training methods in which a person with job experience and skill guides trainees in practicing job skills at the workplace (Gerhart, Noe, Hollenbeck, & Wright, 2014). This method is simple and cost effective as it does not require external resource person or special teaching materials, but the learners will be limited to only what the experienced trainer expose them to. Off the job training methods are those in which training is provided away from the actual working condition, and Instance of off the job training methods are workshops, seminars, conferences, etc., such method is costly and is effective if and only if large number of employees have to be trained within a short time period (Gerhart, et al., 2014)

Employee Productivity

According to Cocker et al. (2013), productivity is the measure of an individual's or group's efforts to effectively and efficiently convert input resources into output. Faisal et al. (2015) state that another way to describe productivity is the amount of time a person spends accomplishing goals that have been set by the organization. Employee productivity is the integration of the individual and work environment in achieving the objectives of the organization. In other words, employee productivity does not have a single operational definition but rather encompasses the type of organization and the context of the work (Bulak & Turkyilmaz, 2014). The working environment, HR motivational policies, supervisor support, individual competence, and organizational structure are some of the elements that contribute to employee productivity.

Employee Engagement

Employee engagement entails seeking the recommendation of the personnel for developing effective, sustainable approaches and policies for organizational development. Green engagement encourages continuous employee feedback to enhance the current environmental plans and strategies. Green employee engagement can motivate employees and enhance their cooperation in organisational growth (Kumar & Anas, 2023). Employee engagement is encouraging employees to take actions and decisions that promote green initiatives in order to help the organization achieve more effective outcomes (Jabbar & Abid, 2015). Engaging green employees will allow them to share knowledge about environmental measures and problems and be involved in achieving the organizational green goals (Mandago, 2018).

Employee Commitment

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 behavior to assist the organisation pursues and achieves its green goals.

Devoted workers make a connection with their company, which improves overall performance. They work more effectively and benefit the company more when they have an emotional connection to their work, connections with other employees, and the business (Andrew, 2017; Yildirim, Acar, Baykaktar & Akova, 2015). This implies to an extent that the success of an organization is a function of employee commitment (Maduagwuna, Anah, & Ohanyere, 2023).

Theoretical Framework

The study anchored on Resource Base Theory

Resource-Based Theory (RBV)

Resource-Based Theory (RBV) was developed by Wernerfelt in 1984. According to the Resource-Based Theory, specialized and non-replicable resources create the potential for heterogeneity, which leads to competitive advantage (Wernerfelt, 1984). As a result, business strategy, as well as environmental strategy, is dependent on specific organizational skills, as well as a company's capacity to put them to regular productive use and preserve them over time (Wernerfelt, 1984). When it comes to the environment, an organization's core environmental capabilities, such as pollution control, are a function of its internal environmental competency (Hart, 1995). The theory was practically instrumental in evaluating the capability of organizations to adopt, incorporate functional and effective resources in order to compete enough in the dynamic world. The mining companies are able to understand the importance of training and at the same time offer periodic training and development on matters of green performance to the existing staff in order to ensure quality output.

Empirical Review

Fapohunda, Genty, Jayeoba and Olanipekun (2023) explored the 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 in WAMCO Nigeria Plc. The study adopted a descriptive research design. As obtained from the human resource desk in January 2022, the population for this study was four hundred and fifty six (456) employees. Sample size for the study was 209 employees which was drawn at from www.raosoft.com/samplesize.html at 95% confidence level and 0.05 error rate. The study employed regression and correlation analyses as the statistical tool for testing the two stated research hypotheses. 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 value<0.05).

Begum and Kavitha (2023) conducted a study on green training and development and its impact on employee performance in Pallavaram, Chennai. Descriptive research design was employed. The green training and development consist of six variables (Green spaces, reduce waste, resource utilization, environmental degradation, energy conservation and water efficient fixtures) and it subsequent influence over Employee performance is measured through linear multiple regression analysis. The study concluded, among the six factors reduce waste, and utilization resources in proper way is the main factors that determining Green training and development for the employees. The findings revealed that there is a positive relationship between Green training and development and employee performance.

By examining the mediating influence of motivation and competences on the adoption of green human resource management, Yafi, Tehseen, and Haider (2021) investigate the effect of green training on environmental performance. Data were gathered via an online survey conducted at Malaysian public and private institutions using the convenience sample technique. The software SPSS v.25 and Smart PLS v.3 were used for the regression analysis, which was done to test the predetermined hypotheses. Green environmental performance was found to be significantly impacted by green training, and all six aspects of green competencies, skills, abilities, knowledge, behavior, attitude, and awareness, were

also associated with green motivations. The association between green training and environmental performance was favorably and significantly mediated by both green abilities and motives.

Methodology

Design and Population

This study adopted descriptive survey design. The population comprises of the management and staff of Seaman Mining and Construction Company Nnobi Anambra state. The company was chosen among other mining companies operating in Anambra because of their compliance with green policy. According to the personnel unit of the company as at May 2024, the entire population staff of Seaman Mining and Construction Company Nnobi is 580.

Sampling Techniques and Sample Size Determination

Simple random sampling was employed. This sampling technique is used because it gives all the respondents equal chance of been selected. Giving that the finite population (N) was 580 and the level of significance stood at 0.05. Borg and Gall (1973) formula was used to determine the sample size since the population is known, accessible and finite. The formula is given below:

$n = (Z\alpha)^2 eN$

Where n = Sample size

N = Finite Population of the study

e = Level of Significance (or limit of tolerance error)

Z = Confidence level (1.96)

Substituting into the formula

$n = (1.96)^2\ 0.05 \times 580$

$n = (3.84) \times 29$

$n = 112$

Research Instrument

In this research, primary source of data was used to collect the data. The primary data was sourced with the aid of a well-structured questionnaire. The questionnaire was designed using five likert's point scale.

Validity and Reliability of the Instrument

Questionnaire, which was administered to a statistically determined sample size from the entire population of the study, was employed for the purpose of collecting the required data. To guarantee the legitimacy of the survey, the questionnaire along with the objectives of the study were handed over to specialists in the Weight and Measurement Unit (WMU), Faculty of Education, Nnamdi Azikiwe University Awka, for scrutiny. This helped build up that the instrument was proper for estimating the factors contained in the survey.

To check the reliability of the instrument, the questionnaire was pre-tested through a pilot study to determine its internal consistency in soliciting information intended.

The researcher employed the test retest method to determine the reliability of the research instrument. Copies of the research instrument were restricted to a sample of twenty (20) respondents who were representative conveniently drawn from Reynold Construction Company Ukpo (10 copies), and Crushed Stone Industries Limited Isiagu (10 copies). These companies share similar characteristics with the study unit and therefore, considered appropriate for pilot study. Cronbach Alpha reliability test was employed in the analysis due to the nature of the instrument. The Cronbach Alpha values for the variables were above .70 and was considered reliable.

Method of Data Analysis

Tables and simple percentages were used to analyze the research questions, while Pearson Moment Coefficient Correlation analysis was used to test the hypotheses, with the aid of SPSS Version 25.

PRESENTATION AND ANALYSIS OF DATA

The data used for analysis were obtained from responses of the respondent that participated in questionnaire. Out of one hundred and twelve (112) copies of questionnaire distributed to respondents; ninety eight (98) were properly filled, and was used for analysis.

Table 1: Analysis of responses to the question on the relationship between green training need assessment and employee engagement

S/N	Items	SA	A	N	D	SD	Mean	Remark
	Green Need Assessment							
1	Green training are organized based on the need of the workers	44 (45%)	28 (29%)	6 (6%)	16 (16%)	4 (4%)	3.71	Agree
2	There is alignment between individual and corporate green needs	32 (33%)	40 (41%)	4 (4%)	20 (20%)	2 (2%)	3.59	Agree
3	The green training courses encouraged exchange of information and expression of ideas	12 (12%)	48 (49%)	10 (10%)	22 (23%)	6 (6%)	3.53	Agree
	Employee Engagement							
1	The management engage the employee in formulation of green policy	20 (21%)	56 (57%)	4 (4%)	14 (14%)	4 (4%)	3.83	Agree
2	The employee feel responsible for protecting the environment	30 (31%)	48 (49%)	6 (6%)	10 (10%)	4 (4%)	3.95	Agree
3	The workers are involve in problem solving for green issues	10 (10%)	54 (55%)	12 (12%)	18 (19%)	4 (4%)	3.42	Agree

Source: Filed Survey, 2024

Table 1 analyzed the responses of the respondents regarding the relationship between green training need assessment and employee engagement in Seaman Mining and Construction Company Nnobi Anambra State Nigeria. The table revealed that employee agreed that green training are organized based on the need of the workers with a mean score of 3.71. On the question that there is alignment between individual and corporate green needs, the respondent agreed with mean score of 3.59. The staff also agree on the question that the green training courses encouraged exchange of information and expression of ideas with the mean score of 3.53. Additionally, regarding the question on that the management

engage the employee in formulation of green policy, the respondents agree with a mean score of 3.83. The employee agree with a mean score of 3.95, on the question that the employee feel responsible for protecting the environment. The workers agree with a mean score of 3.42 that they are involve in problem solving for green issues.

Table 2: Analysis of responses to the question on the relationship between green training method and employee commitment

S/N	Items	SA%	A	N	D	SD	Mean	Remark
	Green Training Method							
1	Job rotation program in the company has broadened your ability to perform different tasks	14 (14%)	64 (66%)	8 (8%)	12 (12%)	0 (0%)	3.96	Agree
2	The mentorship program in Seaman company has enhance your green ability and behaviour	40 (41%)	48 (49%)	2 (2%)	8 (8%)	0 (0%)	4.18	Agree
3	The management sponsor workers to attend workshop and seminar on green practices	20 (21%)	58 (59%)	6 (6%)	12 (12%)	2 (2%)	3.86	Agree
	Employee Commitment							
1	The workers shows eco-friendly behavior in carrying out their duties	30 (31%)	40 (41%)	8 (8%)	14 (14%)	6 (6%)	3.92	Agree
2	The workers are committed in the implementation of green policy	18 (18%)	50 (51%)	2 (2%)	20 (21%)	8 (8%)	3.63	Agree
3	Green training contribute to the high level of employee commitment to green behavior.	20 (21%)	58 (59%)	0 (0%)	16 (16%)	4 (4%)	3.96	Agree

Source: Field Survey, 2024

Table 2 analyzed the responses of the respondents regarding the relationship between green training method and employee commitment in Seaman Mining and Construction Company

Nnobi Anambra State Nigeria. The table revealed that employee agreed that the job rotation program in the company has broadened their ability to perform different tasks, with a mean score of 3.96. On the question that the mentorship program in Seaman Company has enhance their green ability and behaviour, the employee agreed with mean score of 4.18. The employee also agree on the question that the management sponsor workers to attend workshop and seminar on green practices, with the mean score of 3.86. Additionally, regarding the question on the workers shows eco-friendly behavior in carrying out their duties, the respondents agree with a mean score of 3.92. The employee agree with a mean score of 3.63, on the question that the workers are committed in the implementation of green policy. The workers agree with a mean score of 3.96 that green training contribute to the high level of employee commitment towards green behavior.

Hypothesis One

H_{01}: There is no significant relationship between green training need assessment and employee engagement in Seaman mining and Construction Company Nnobi Anambra State Nigeria.

Table 3: Pearson's correlation between green training need assessment and employee engagement

Correlations

		Green need assessment	Employee engagement
Green need assessment	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.000
	N	98	98
Employee engagement	Pearson Correlation	.502**	1
	Sig. (2-tailed)	.000	
	N	98	98

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

Interpretation

The result from the table 3 show that Pearson correlation co-efficient between green training need assessment and employee engagement ($r = 0.502$, $p<0.05$). From the

correlation coefficient table, it is evident that green training need assessment is positively and significantly correlated with the dependent variable (employee engagement). The value of p (0.5) is lower than 0.05 and the correlation coefficient is 0.502 or 50.2%. With this level of significance, the null hypothesis was rejected and this implies that green training need assessment has a positive and significant relationship with employee engagement in Seaman mining and Construction Company Nnobi Anambra State Nigeria.

Hypothesis Two

H_{o2}: There is no significant relationship between green training method and employee commitment in Seaman mining and Construction Company Nnobi Anambra state Nigeria**.**

Table 4: Pearson's correlation between green training need assessment and employee commitment.

Correlations

		Green training method	Employee commitment
Green training method	Pearson Correlation	1	.897**
	Sig. (2-tailed)		.000
	N	98	98
Employee commitment	Pearson Correlation	.897**	1
	Sig. (2-tailed)	.000	
	N	98	98

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output

Interpretation

The result from the table 4 show that Pearson correlation co-efficient between green training method and employee commitment ($r = 0.897$, $p<0.05$). From the correlation coefficient table, it is evident that green training method is positively and significantly correlated with the dependent variable (employee commitment). The value of p (0.5) is lower than 0.05 and the correlation coefficient is 0.897 or 89.7%. With this level of significance, the null hypothesis was rejected and this implies that green training method

has a positive and significant relationship with employee commitment in Seaman mining and Construction Company Nnobi Anambra state Nigeria.

Conclusion

The issue of green training policy is paramount to organizational growth and sustainability, this is because when organizational workers are properly trained on green behavior, it will definitely has impact on the sustainability of the business. Sustainability of mining operations can only be guarantee when the business environment is properly protected from environmental threat and degradation. The study therefore, concluded that based on the findings that green training (green training need assessment, and green training method) has significant influence on employee productivity.

Recommendation

i. The management should engage the employees' in their green training need assessment so as to ensure proper alignment between the employee and corporate green training needs, as that will enable the corporate to know the area of training that will be given utmost priority.

ii. The management should encourage and sponsor the workers to attend workshop and seminar on green practices, as that will enhance the commitment to the implementation of the corporate green policy

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