

The effects of green training and development practices on employee performance

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Introduction

Environmental change is a disorder of the environment. Human influences and natural ecological processes are the main drivers of environmental changes. According to the World Health Organization, climate change, ozone depletion, changes in ecosystems, changes in hydrological systems, and the provisions of freshwater, land degradation, urbanization, and stresses on food-producing systems are the global environmental hazards that effect to human health (WHO, 2018). On the other hand, global warming and depletion of natural resources cannot be neglected. The United Nations Environment Programme began to use the concept of “green economy” in the year 2009. Subsequently, the Global Green New Deal, and the Organization for Economic Cooperation and Development employed the phrase “green growth” (OECD, 2009 & PNUMA, 2009). However, in the year 2012, the World Bank had made the green concept official with “green and inclusive growth” (World Bank, 2012). A “green business” is another related concept and it is highlighted that an organization uses renewable resources and holds itself accountable for the human resource aspect of their activities (Slovik, 2013).

Today, it is essential to move towards sustainable business practices than ever before, because of the negative impacts experienced due to the environmental changes. According to the current context in Sri Lanka, most of the organizations are trying to adopt green practices. However, inappropriate green practices can be identified among organizations. On the other hand, limited agencies that are dedicated to improving green practices can be identified in Sri Lanka. With the innovations of the socio-economic environment, green practices will be an important phase of the Human Resource Management (HRM). Green Human Resource Management (GHRM) is a potential study area in emerging and developing countries. In the Sri Lankan context, studies regarding the green practices Vs. management are scarce. In addition to that, there is no proper way of collecting green practices related data in Sri Lanka. Therefore, studies regarding the green training are essential, and the findings of those studies will aid to make

policies as well as to make a system of their enterprise operating towards the environmental policy. Altogether, it will be a learning tool to build knowledge on the influences of the social responsibility of an organization towards the environment.

GHRM is the use of HRM strategies to encourage sustainable use of resources within business organizations. It promotes the cause of environmentalism. Green training and development practices on the employee attitude towards their performance can be seen as a missing aspect from the management of organizations. This research focuses on the problem of 'what is the perception of green training and development practices on employee performance among workers?'.

Based on this background, the general objective of this study was to identify perceptions about green training and development practices on employee performance among work

Literature Review

The leading challenge of the world today is how to balance the economic growth and development with sustainable development (Mezher, 2011). GHRM is a solution to this matter. GHRM permits better-quality employee consciousness and commits to the sustainability of the environment. Based on literature reviews, it shows that a broad process to frame reference for GHRM has yet to emerge. Providing environmental training to the organizational members to develop required skills and knowledge is an important function of GHRM. Also, providing environmental education that in a change of behaviour among managers and non-managerial employees is needed within the organizations (North, 1997). Development of both green dynamic capabilities and green transformational leadership is a useful preliminary point to improve green product development performance (Chen & Chang, 2013).

A study has shown that GHRM variables including green recruitment, green training and development and green learning on firm performance significantly affect the performance of the firm (Bhutto & Auranzeb, 2016). As a major polar of the subject, three key dimensions and eleven elements under the key dimensions have been identified as tools to develop an instrument to measure the concept of employee green performance of job (Arulrajah, Opatha & Nawaratne, 2016). Both employees' perception of own role in GHRM initiatives and organization role form a vital part of the organization overall culture (Rajput & Pachauri, 2018).

Methodology

A descriptive cross-sectional study was conducted in ABC (Pvt) Ltd. ABC the leading export-oriented apparel manufacturers in Sri Lanka. The simple random sampling method was used to select the sample. One hundred thirty-five employees were selected as the sample ($n=135$). Those who were not Sri Lankans or who were terminally ill were excluded from the study. A self-administered questionnaire was used to collect data. The questionnaire included two sections as Part (I) and Part (II). The Part (I) was included the questions related to green training and development practices and the Part (II) related perceptions towards employee performance. Employees were measured using 5 points Likert Scale. The reliability analysis revealed Cronbach's Alpha value and that was ranging in between 0.70 and 0.87. Data were analyzed through Spearman's correlation analysis in order to estimate the relationship between green training and development practices on employee performance. The dependent variable was Green training and development. Independent variable was employee performance.

Results and Discussions

The response rate was 94% for the study. Correlation coefficient of the study has been interpreted based on a range of values from +1 to -1 ($\pm 1 = r$ Perfect correlation, $\pm 0.99 < r < \pm 0.8$ Strong correlation, $\pm 0.8 < r < \pm 0.4$ Moderate correlation, $\pm 0.4 < r < \pm 0.1$ Weak correlation, $r = 0$ No relation) (Source: Journal of the Royal Statistical Society, series B). A regression model of the study can be presented as follows, based on the study results (Table-2)

$$Y_{EP} = 0.712 + 0.14X_{GTD} + e$$

Hypothesis 0: Green training and development practices have an impact on employee performance

Hypothesis 1: Green training and development practices have no impact on employee performance

As per the findings, there is a weak negative correlation ($r = -0.368$, $p < 0.05$) between green training and development practices on employee performance. Results of regression analysis show that there is a 0.18 ($\beta = 0.14$) unit decrease in employee performance with respect to the 1 unit increase in the green training and development practices. According to the results of the study, the null hypothesis was accepted. It is concluded that the green training and development practices have a very little negative impact on employee performance.

Table 1. Pearson Correlation coefficient

Variable	Employee	Significance	N
	performance	Value	
Green training and development	-0.368	0.000	127

*Correlation is significant at the 0.05 level (2-tailed)

Table 2. Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	.712	.411		1.542	.065
Green training and development	.180	.073	.398	4.222	.000

GHRM was found to influence employee workplace outcomes beyond outcomes directly related to green practices (Jie, Jenny & Xin, 2016). A recent study has shown that employees are concerned about his/her own role in the green initiatives and organizations role in implementing the green HRM policy in the organization (Rajput & Pachauri, 2018).

Typically, a little negative impact may be very important for organizations as it may spread within a short period of time if it is not addressed properly. Definitely, the managers should pay towards this negative impact when they proceed with the green training and development practices further. In the case of this company, they started to practice green training and development recently. Generally, changes at stage naturally because of some reasons such as their habit to resist to the changes or dislike to get new training and sufficient awareness by committing their time and effort or their inability to be capture new knowledge. In here the employees may have to perform additional duties with the new recycling business models.

Upcycling is the process of transforming, waste materials into new materials, or the process that makes the products of better quality, and make better environmental value. Downcycling involves converting materials and products into new materials of lesser quality. When there is such a sound recycling process, employees may not focus much on reducing wastage as they know that it has also become a valuable unit somewhere in the cyclical green production process. It may unconsciously reduce the productivity of the employees when creating the main product. The managers should always try to address these hidden issues strategically and they should try to enhance the green attitudes and the value of being a part of the green workforce of the employees when they offer training and

development programs in a wide platform. Training and development programs should be designed very systematically in collaboration with the ideas of top management, middle management, line management and the employees. Every employee is responsible for the environmental performance of an organization and the modern HR managers have been assigned with the additional responsibility of integrating the GHRM philosophy.

In fact, sometimes some organizations may have to experience unexpected negative results during the initial stages of the changes that occur within the organizations. Naturally, the majority of the employees need some time to get used to the changes. But, most of the time it generates positive results in the course of time. But, should be attentive to the of the employee every time. Because it is highly them deeply. In here, the managers should keep frequent records of employee performance and adjust the programs as necessary. A weak and negative relationship will be converted to a positive relationship with the time when employees understand the value of recycling business processes. Indeed, practising green training and development is not costly for organizations; it is an investment for the long-term survival. Organizations should try their level best to adopt green practices as this is effort ultimately leads to the better environmental performance of the organization by reducing the negative environmental impacts and improving the positive environmental impacts of the organization.

Conclusion and Recommendations

In summary, this study has presented new data on the impacts of green training and development practices on employee performance. the findings, development practices, it may negatively effect on employee performance. It requires longitudinal research to better understand the interrelationship of the situation and test the efficacy of green training interventions for the employees, organization and the external environment. Additionally, developing methods to assess green practices should be a priority in environment defence in Sri Lanka.

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