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Full-Length Research Paper

Green Training/Development and Non-Financial Performance of Deposit Money Banks in South-West, Nigeria

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The study investigated the relationship between green training/development and non-financial corporate performance in deposit money banks of South-West, Nigeria. Survey design was used. The study population was the managerial staff of deposit money banks in the South-West of Nigeria with 330 as the sample size. Simple random sampling technique was applied. Structural Equation Modelling - AMOS was used in testing the three (3) hypotheses. The findings revealed that there is a relationship between green training/development and non-financial corporate performance with the estimate (β) between .136 and .969 in all the three (3) hypotheses. Hence, the study recommended that green training/development should not be handled with levity as it determines what happen to the environment and everything within the environment in the future and this could be easily achieved with seriousness on employee satisfaction, operational efficiency, and innovation.

Keywords: Green training/development, Non-financial performance, Employee satisfaction, Operational efficiency, Innovation.

INTRODUCTION

The word performance came into the limelight at the middle of the 19th century during a sport competition and by 20th century, it has become a prominent word in organisations and other places of human endeavours (Ion & Criveanu, 2016). However, if the outcome, result or end-product of human effort to and within an organisation is referred to as contribution of such individual, then, the totality of each individual worker's contribution could be described as performance. Stephen and Mary (2002) as quoted in Charles (2015) described performance to be the accumulated final results that arises from all the job procedures, methods and events. Jenatabadi (2015) once argued that Scholars have not been able to come up with any operational definition for the concept called performance as such any description given by anyone must surely be opposed.

Green human resource management came into limelight in 1990s according to Krithika, DivyaPriyadharshini and GokulaPriya (2019) but its' acceptance peaked into the millennium. This is as a result of ozone layer depletion which the entire world assumed the solution was in applying greening as a revolution (Sule & Onuoha, 2020). Greening denotes being environmental friendly with their doing. This gave rise to making human resource management practices to be environmental friendly code-named *Green Human Resource Management Practices (GHRMP).* That is, practices like recruitment/selection, training/development, performance management, employee involvement, performance appraisal, employee empowerment/engagement, reward systems and others should be done to portray environmental friendliness.

It was further asserted by Amah (2014) that the big concerns in our banking sectors remains how transparent and ethical banks and bankers are; reasons being that, any depreciation in the standards – ethical and transparency – usually manifests in different forms like non-compliance with banking rules and regulations, unethical professional conduct, fraudulent practices, appetite for risk that are beyond the lender's control, for

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Operational Framework

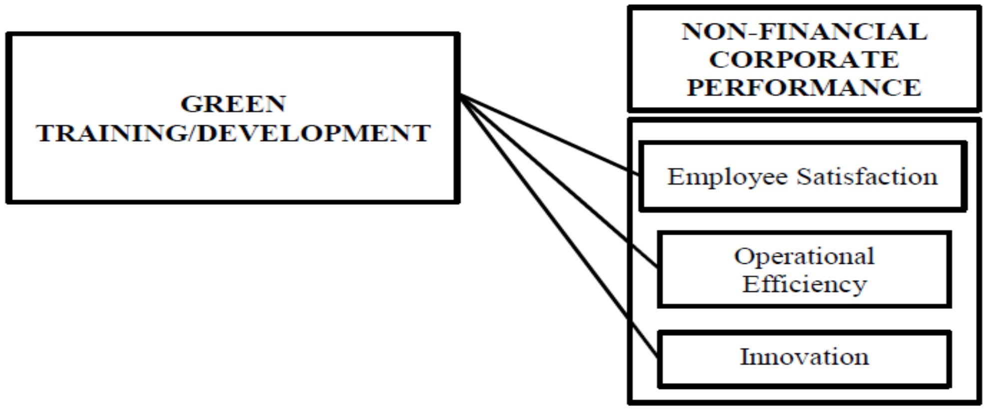

Fig. 1: Operational framework showing the relationship between green training/development and non-financial corporate performance
Dimensions – Renwick, Redman and Maguire (2012)**; Measures** - Kaplan and Norton (1996, 2001); Danaei and Hosseini (2013); Gupta and Chopra (2016)

instance, offering loan facilities to politicians on frivolity grounds which does not add any economic value to the nation's Gross Domestic Product (GDP) and many other manifestations. All these unethical and bad practices are the handwork of the employees employed and managed through training/development. These unethical practices had been the bone of contention in the industry as many of them had at one time or the other gone into distress, liquidation that has subsequently degenerated into lack of trust and confidence in our banking system and myriads of similar negatives.

AIMS AND OBJECTIVES

The aim of this study is to establish the relationship between green training/development and non-financial corporate performance of deposit money banks in South-West, Nigeria. The specific objectives for attaining the aim are:

1. Establishing the relationship between green training/development and employee satisfaction of deposit money banks in South-West of Nigeria.
2. Assessing the relationship between green training/development and operational efficiency of deposit money banks in South-West of Nigeria.
3. Evaluating the relationship between green training/development and innovation of deposit money banks in South-West of Nigeria.

RESEARCH QUESTIONS

1. What is the relationship between green training/development and employee satisfaction of deposit money banks in South-West of Nigeria?
2. What is the relationship between green training/development and operational efficiency of deposit money banks in South-West of Nigeria?
3. What is the relationship between green training/development and innovation of deposit money banks in South-West of Nigeria?

RESEARCH HYPOTHESES

H_O1: There is no relationship between green training/development and employee satisfaction of deposit money banks in South-West of Nigeria.
H_O2: There is no relationship between green training/development and operational efficiency of deposit money banks in South-West of Nigeria.
H_O3: There is no relationship between green training/development and innovation of deposit money banks in South-West of Nigeria.

LITERATURE REVIEW

CONCEPT OF GREEN TRAINING/DEVELOPMENT

Ahmad (2015) citing Zoogah (2011) asserted that environmentally friendly training and development are practices of HRM that concentrate on skills, attitudes and knowledge development of the organisation workforce to guide against environmental management deterioration related skills, attitudes and knowledge. Likhitker and Verma (2017) opined that green training and development must also include practicing of job rotation among co-workers for adequate exposure to almost all the rudiments of the task or responsibility. Hussain (2018) described green training and development as art and act of equipping the workforce (both, managerial and non-managerial workers) with the required knowledge and skill to be able to carry out environmental management routines for the organisation.

In Sakka (2018) it was added that green training and development must be for all the employees not minding whether managerial or non-managerial and that apart from acquainting them with the policies and strategies adopted in the organisation's environmental management. Ahmad (2015) asserted that green training and development is one of the factors that influence employee satisfaction which is central to the organisation's performance and success.

Vahdati and Vahdati (2018) emphasized that eco-friendly training and development play an important role in achieving the goals of the organisation with trained staff that assist in reducing waste generated by our organisation as they are notable for waste generation. This is attained through training and development about awareness of environmental skills, about what to do and knowledge on how to do it (Fernandez, *et al.,* 2003 in Vahdati & Vahdati, 2018). Amah (2016) also asserted that training and development are sources of equipping the organisation workforce with how to go about the present and future operations diligently and efficiently.

It was suggested by Aragon-Correa, *et al.* (2013) in Vahdati and Vahdati (2018) that firms using green HRM practices, particularly, green training and development; their employees enjoy competencies improvement (operational efficiency), better feelings (employee satisfaction) and better performance. Furthermore, Amah (2016) added that training and development serves as an impetus to gaining competitive advantage in the industry and attaining the firm's goals and objectives with efficient employees' performance translating into corporate performance. Kume (2010) in Kraja and Osmani (2013) asserted that one of the competitive advantage sources is innovative employees that are well trained for the organisation long run purpose.

It was asserted in Aburahman, Abu Amuna and Aqei (2020) that green training and development if the point at which green preparation will energize envoy's mindfulness and facts on regular matters construct the inspiring approach and adopting strategies that are positive to ecological concerns. They went further to submit that training and development facilitated skill sharpening, add to their innovativeness and serious change of attitudes to management of environmental. It also boosts their commitment and satisfaction level because it is a source of motivation. Amah (2016) also submitted that training and development enhance work experience, increase employee satisfaction, encourage operational efficiency and increase employees' value in the labour market or self-worth. Krithika, DivyaPriyadhshini and GokulaPriya (2019) were of the opinion that knowledge would be gained and possibly shared with co-workers, skills also be gained by employees and finally, satisfaction will be improved upon after undergoing green training and development by employees, This is because environmentally friendly training and development educate and arouse awareness about eco-friendly situation like wastage control, talking about how to reduce and possibly, how to prevent it.

Concept of Non-Financial Corporate Performance

There is lack of trust in the traditional financial accounting procedures to measure performance as most times it does not reveal the true position of the organisation (Kaplan & Norton, 1996; 2001 and Otley, 2003). With the exposure of the traditional approach shortcomings, non-financial parameters were introduced (Ahmad & Zabri, 2016). Johnson and Kaplan (1987) asserted that non-financial parameters should be used in measuring performance because of its focus on organisations' long term achievement.

Employee Satisfaction

Employee or work satisfaction could be described as any positive feeling and/or job attitude arising from ones job by evaluating such job features (Robins & Judge, 2013 in Sule & Omoankhanlen, 2018). Carmeli and Freund (2004) asserted that work satisfaction is a mirror image of extra friable and irregular job attitude. Sule and Omoankhanlen (2018) went further to assert that employees in conducive environment like eco-friendly environment will have a positive feeling about their job as a result of the attained higher performance than better performance. It was argued by Locke (1969) in Carmeli and Freund (2004) that employee satisfaction is an encouraging emotional state resulting from worker's work appraisal and work related intents; and whether it is employee satisfaction or dissatisfaction, it is an intricate passionate response to the employee's work.

In Hammer and Avgar (2015), Locke (1976) described employee satisfaction as a pleasant or responsive state of a worker. Essien (2002) described it as the result of staff's perception of the wellness of their jobs and the firm providing those things that can be seen as being essential to them on the job and otherwise. Again, work satisfaction was defined as a kind of multidimensional emotional reaction to one's work, that possess rational, responsive, and behavioural modules of accomplishment (Hulin Judge, (2003). In Amah (2016) employee satisfaction was described by Noe, *et al.* (2000) as any pleasant feeling resulting from the view that one's work justifies or permits for the accomplishment of one's vital job values. Different kind of events and happenings within an organisation could be responsible for employee's work satisfaction. Among those events and/or happenings is what is termed green human resource management practices.

Operational Efficiency

The word *efficiency* denotes how well certain action and behaviour are performed that is, *doing things right* and effectiveness is synonymous with the selection of the best action, that is, *doing the right thing* Lee and Johnson (2012). This is simply expatiating on the difference between carrying out action that is right which go along with being timely and doing it well with less error and carrying out the right action. For an organisation to be efficient operationally, it means it has been able to increase its output with reasonable reduction of input. According to Lee and Johnson (2012), operational efficiency is simply delivering quality but cost effective goods and/or services to the firm's customer.

However, businesses especially banking businesses are expected to be conducted efficiently according to Eferakeya and Erhijakpor (2020). This is as a result of the banking sector's importance to the economy of the nation. In fact, some deposit money banks situation dictate what happen to nation's economy. For instance, in Nigeria, if any of deposit money banks with both national and international authorization should experience unfavourable operation, that create problem for the nation. Nitoa and Spulbara (2015) asserted that banking system in emerging nations with solid and efficient existence will be a strong condition for viable economic progress and development.

It was asserted by Banu (2019) that operational efficiency is the technique and methodology of bringing the best out of resources available for use. It was also described by Banu (2019) as one of the tools that are used to determine the survival rate of most organisations. Operational efficiency is the ability of firms (like deposit money banks) to transform inputs into products and or services financially to generate income at low cost from its operations Olarewaju and Obalade (2015). It is about tactical organisational planning geared to ensure the maintenance of a safe balance between productivity and cost. It, as well, focuses on the identification and wasteful processes removal that contribute to resources loss which later increases profits of the organisation. It is more or less about a maximum possible relational decrease in input usage at an established output, or a maximum relational rise in output at an established input Coelli and Rao (2005). Ahmad (2015) opined that the workforce will perform better when GHRMP becomes the manifesto in the organisation.

Innovation

Innovation as a concept tries to describe the ability to invent and or discover new way of doing something or new thing different from what was known before. Porter (1996); Amabile (1996); Harrison and Hunting (2000) as cited in Price, Stoica and Boncella (2013) defined innovation as successfully implementing any creative knowledge and or idea that could lead to finding solutions to challenges which impede the income and effective management of any organisation and or industry. The Small Business Administration of USA in Price, *et al*. (2013) added that it is simply the process that commence with invention and continue with such invention development and resulted in new things like product/service or process to the market.

Opatha and Kottawatta (2020) opined that development of knowledge of eco-friendly application among the workforce will facilitate knowledge sharing and transferring from some knowledgeable employees to others. Innovation is a vital tool for achieving competitive advantage and to excel in the industry. Naranjo-Valencia, Jimenez-Jimenez and Sanz-Valle (2016) and Atalay, Anafarta and Sarvan (2013) attested to this fact that it could be used as tool for achieving competitive advantage over other organisation in the same industry.

Studies had been carried out considering diverse economic areas round the world like that of Bommer, *et al.* (2004) in Alosani and Yusoff (2020) that established that superior innovation is avenue for achieving sustainable competitive advantage, performance improvement and prompt response to challenges and modifications in the industry. Ayepa, Boohene and Mensah (2019) quoting Barney (2001); Kraaijenbrink, Spender and Groen (2010); and O'Regan and Ghobadian (2004) asserted that physical assets, knowledge, human capital, intangible and tangible features are stocked with organisation resources in order to gain competitive advantage.

METHODOLOGY

This study made use of survey research design as researchers' intention was to unravel the effect of green training/development on non-financial corporate performance of deposit money banks in South-West, Nigeria comprising of six (6) different States of Nigeria. All managerial staff of banks classified as having international authorization formed the target population. These banks are Access, Eco, Fidelity, First, Guarantee Trust, Union, UBA and Zenith banks. As a result of convenience and accessibility, questionnaire was administered on 352 managerial staff of these banks in the listed six States using simple random sampling method. The sample size was based on the Krejice and Morgan sample size determining table and finally, Structural Equation Modelling – AMOS was applied in testing the hypotheses.

HYPOTHESES TESTING

TD = Training/Development
ES = Employee Satisfaction
OE = Operational Efficiency

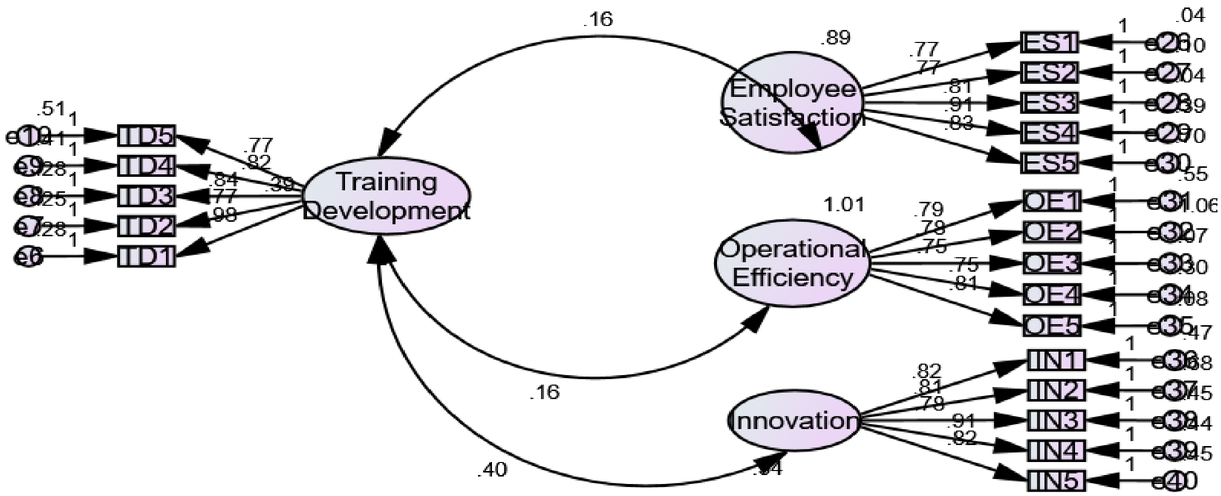

Figure 2: Structural Model Correlating Hypotheses 1 - 3
Source: SPSS-AMOS Version 23.0 Output, 2021

Table 1: Test of Hypotheses 1 – 3

Hypotheses			***Estimate (β)***	***S.E.***	***C.R.***	***p***
Training/Development	--->	Employee satisfaction	.157	.027	5.714	.000
Training/Development	--->	Operational efficiency	. 164	. 029	5.597	.000
Training/Development	--->	Innovation	. 400	. 039	10.357	.000

Source: SPSS-AMOS Version 23.0 Output, 2021

IN = Innovation

Test of Hypotheses 1 – 3 Figure 2 and Table 1 above

Hypothesis One (H_O1)

H_O1: There is no relationship between green training/development and employee satisfaction of deposit money banks in South-West of Nigeria.

The covariance between green training/development and employee satisfaction is estimated to be .157. The covariance estimate, .157, has a standard error of about .027. The covariance estimate is 5.714 standard errors above zero, implying that the path is significant at 0.05 level of significance. The probability of getting a critical ratio as large as 5.714 in absolute value is less than 0.001. In other words, the covariance between green training/development and employee satisfaction is significantly different from zero at the 0.05 level (two-tailed). In other words, the covariance for green training/development in the prediction of employee satisfaction shows a significant relationship of 0.000 at 0.05 level of significance. The study, therefore, observes that there is a positive and significant association between green training/development and employee satisfaction. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that that *there is a significant interrelationship between green training/development and employee satisfaction of deposit money banks in South-West of Nigeria*.

Hypothesis Two (H_O2)

H_O2: There is no relationship between green training/development and operational efficiency of deposit money banks in South-West of Nigeria.

The covariance between green training/development and operational efficiency is estimated to be .164. The covariance estimate, .164, has a standard error of about .029. The covariance estimate is 5.597 standard errors above zero, implying that the path is significant at 0.05 level of significance. The probability of getting a critical ratio as large as 5.597 in absolute value is less than 0.05. In other words, the covariance between green training/development and operational efficiency is significantly different from zero at the 0.05 level (two-tailed). In other words, the covariance for green training/development in the prediction of operational efficiency shows a significant relationship of 0.000 at 0.05 level of significance. Hence, the study rejects the null hypothesis that and restate that *there is a significant interrelationship between green training/development and operational efficiency of deposit money banks in South-West of Nigeria*.

Hypothesis Three (H_O3)

H_O3: There is no relationship between green training/development and innovation of deposit money banks in South-West of Nigeria.

The covariance between green training/development and innovation is estimated to be .400. The covariance estimate, .400, has a standard error of about .039. The covariance estimate is 10.357 standard errors above zero, implying that the path is significant at 0.05 level of significance. The probability of getting a critical ratio as large as 10.357 in absolute value is less than 0.05. In other words, the covariance between green training/development and innovation is significantly different from zero at the 0.05 level (two-tailed). In other words, the covariance for green training/development in the prediction of innovation shows a significant relationship of 0.000 at 0.05 level of significance. The study therefore observes that there is a positive and significant association between green training/development and innovation. In light of this, the study therefore rejects the null hypothesis and accepts the alternate hypothesis that that *there is a significant interrelationship between green training/development and innovation of deposit money banks in South-West of Nigeria*.

FINDINGS

The decision rule will be to reject the null hypotheses where $p < 0.05$ significant level and the null hypotheses accepted where $p > 0.05$. All the bivariate hypotheses were tested in the null form.

Green Training/Development and Employee Satisfaction

The outcome of the analysis on how green training/development relates with employee satisfaction revealed that there is a noteworthy interrelationship between green training/development and employee satisfaction, given the p-value of 0.000 which is less than the level of significance of 0.05 ($p=0.000 < 0.05$). The hypothesis which was given in null form was thus rejected and the alternate hypothesis was accepted. The Path Coefficient (β) was 0.157. This indicates a positive relationship between green training/development and employee satisfaction among employees of deposit money banks in South-West of Nigeria. The positive relationship implies that the employee satisfaction increases when there is an increase in green training/development. In essence, when green training/development is low, such could hinder non-financial corporate performance in the form of employee satisfaction in deposit money banks. Furthermore, the coefficient of determination (r^2) was 0.025. This denotes that a unit change in green training/development in deposit money banks will account for up to 2.5% total variation in employee satisfaction among the employees. Hence, green training/development is an essential factor in organisations that help increase employee satisfaction. This finding concurred with that of Ahmad (2015) and Huslid (1995) that green training and development is one of the factors that influence employee satisfaction which is central to the organisation's performance and success.

Green Training/Development and Operational Efficiency

The outcome of the second hypothesis on how green training/development relates with operational efficiency showed that the p-value was 0.000 which was less than 0.05 level of significance ($p = 0.000 > 0.05$). This connotes that green training/development relates significantly with operational efficiency among the employees in deposit money banks in South-West of Nigeria. The null hypothesis in accordance with the decision rule was rejected and the alternate hypothesis was accepted. The Path Coefficient (β) was 0.164. This is to say that green training/development has a positive relationship with operational efficiency among employees in the deposit money banks. This finding is in line with the works of Ahmad (2015) who opined that the workforce will perform better when GHRMP becomes the manifesto in the organisation.

Green Training/Development and Innovation

Employees in organisations are most likely to share their knowledge with the organisation when they are well trained or developed. This statement is based on the findings in the third hypothesis which revealed that green training/development relates significantly with innovation with p-value of 0.000 less than 0.05 level of significance. The Path Coefficient (β) was 0.400. This shows a high level of correlation among green training/development and innovation. The positive link implies that the higher green training/development in the deposit money banks, the more the innovation among the employees. In other words, reducing green training/development will subsequently reduce the innovation in the deposit money banks. Similarly, the coefficient of determination (r^2) was 0.160. By implication, a unit change in green training/development will result in 16.0% variation in innovation. Thus, firm's ability to train/develop their workers with eco-friendly will help improve non-financial corporate performance. This study is in line with that of Opatha and Kottawatta (2020) who opined that development of knowledge of eco-friendly application among the workforce will facilitate knowledge sharing and transferring from some knowledgeable employees to others. This will enrich their greening notion of the organisation through in-house training and other development programme.

CONCLUSION

Based on the findings of this study, it is crystal clear that green training/development is a strong impetus to achieving non-financial corporate performance of deposit money banks in South-West, Nigeria. As such, deposit money banks should be ensuring that their workforce are trained and retrained in ecofriendly manner of carrying out their tasks and duties to preserve the environment.

RECOMMENDATION

Based on the study finding it is hereby recommended that green training/development should not be handled with levity as it determines the workforce capability and what happen to the environment and everything within the environment in the future and this could be easily achieved with seriousness on employee satisfaction, operational efficiency, and innovation

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