Green Training And Development Practices On Environmental Sustainability: Evidence From Wamco plc

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Abstract: Environmental concerns may be addressed with the help of green training and development strategies, which have been recognized as effective tools. Since they eventually lead to circumstances where management and employees both benefit, they are also crucial to fostering a working environment where ecological preservation is valued. This study aimed to learn more about how acquiring green skills influences environmental awareness and the link between workers' environmental commitment and their grasp of green issues. We used quantitative techniques to collect data from 175 WAMCO Nigeria plc employees. Five studies revealed that only 93.7% of improvements in environmental awareness could be linked to the growth of green abilities. This implies that enhancing one's green abilities has a beneficial influence on environmental consciousness as a gauge of environmental sustainability. In a similar vein, having employees who care about the environment is strongly correlated with having employees who are knowledgeable about sustainability issues. According to the study's findings, employing training and development programs that are environmentally friendly helps to successfully increase staff members' understanding of the need of pursuing sustainable development goals. Therefore, it is important to prioritize and enhance ongoing training and development focused on accomplishing green goals to boost employee participation in environmentally friendly operations.

Keywords: Green Awareness, Environmental Sustainability.

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INTRODUCTION

To achieve sustainability and ensure a healthy environment, the area where manufacturing activities and processes take place must continue to be revitalized. Therefore, improving the texture of the workplace is a fundamental duty of every management in the twenty-first century. Employees must be adequately trained, informed, and anchored in their understanding of the need for efficient environmental management. For the sake of achieving environmental sustainability goals and promoting sustainable development, manufacturing companies have been forced to devote consciousness, attention, and priority to empowering their staff toward demonstrating pro-environmental behaviour (Chung, 2020).

Eco-friendly training and development approaches, according to Teixeira, Jabbour, de Sousa Jabbour, Latan, and De Oliveira, are cost-effective strategies for boosting the environment's value (2018). Green human resource management demands efforts in green training and development. This technique entails generating education, training employees, and incorporating long-term environmental goals into the general agenda of the company (Yusoff et al., 2020). Because of its strategic importance in building sustainable firms that would aid in the attainment of sustainable development goals, environmental sustainability has attracted the interest of many management researchers, notably in human resource management (Pinzone et al., 2016; Ren et al. 2018).

To improve sustainability and prevent deterioration, an organization must invest resources in the comprehensive development of its employees' behavioural attitudes, traits, knowledge, and skills toward effective environmental management. This is meant by developing green abilities, which falls under the general heading of green training and development (Amankwah-Amoah, 2018). Employees' dedication to environmental sustainability demonstrates their loyalty to their employers, demonstrating that they share their values and are willing to work with them to advance their mission (Paillé & Boiral, 2019). As

a result, they accept the organization's objectives and targets. As a result, when employees commit to the organization's environmental sustainability goal, it shows in their attitudes, behaviour, and ongoing interest in advancing its green value.

An organization must invest resources in fully developing its employees' behavioral attitudes, attributes, knowledge, and skills toward efficient environmental management to improve sustainability and prevent deterioration. This is referred to as developing green abilities, which falls under green training and development (Amankwah-Amoah, 2018). Employees' commitment to environmental sustainability shows their loyalty to their employers, suggesting that they share their values and are eager to collaborate with them to further their purpose (Paillé & Boiral, 2019). As a result, they accept the organization's goals and objectives. As a result, when employees commit to the organization's environmental sustainability aim, it manifests itself in their attitudes, behavior, and continued interest in developing the organization's green value.

On a worldwide scale, environmental sustainability is one of the most important and visible societal challenges (George et al, 2017). Due to climate change, governmental pressure, and a rise in societal demand for environmental responsibility, the topic of sustainability has also taken on significant importance for many enterprises. Osuagwu (2016) claims that many Nigerian manufacturing companies place their plants near residential areas with little to no consideration for the environment. Nigerians have frequently bitterly expressed their discontent with these organizations' excessive levels of environmental degradation throughout their industrial activities (Ihonvbere, 2015).

Additionally, a research by Appel (2017) and Oyedokun (2019) revealed that factory workers exhibit a high level of disrespect for the environment through ongoing destruction. Due to the fact that an organization's environmental performance reflects its awareness of and dedication to protecting the environment (Lather & Goyal, 2016). Large industrial companies are under growing pressure to create environmentally friendly production methods

and practices. Marcus and Fremeth (2017) suggested that to do this, management must nurture employees' commitment to the environment by utilizing their "people' green knowledge and competencies" (Teixeira et al., 2018).

Green human resource management, green training, and green development practices become a method for fostering employee dedication and attention towards conserving the Environment by raising awareness, improving skills, and expanding knowledge.

Based on the justifications as mentioned above, the following goals of this study studied green training and development techniques on environmental sustainability among workers of dairy firm WAMCO plc, Lagos State

    i.   researching the impact of learning green skills on ecological awareness; and

    ii.   analyzing the link between workers' environmental commitment and their understanding of green issues.

The following two research questions form the foundation of this study:

    i.   How would increasing green skills impact environmental awareness?

    ii.   Is there a connection between workers' environmental dedication and their awareness of green issues?

LITERATURE REVIEW

2.1. Green Training and Development Practices

Green training and development techniques minimize waste, ensure the efficient and effective use of resources, save energy, and stop environmental degradation. According to the Nigerian perspective, employing green training and development techniques can help to foster employees' aptitude for ecological sustainability (Ullah, 2017). Therefore, eco-friendly training and development methods should include seminars and workshops that will allow staff members to successfully learn the information and skills needed to manage the environment; so that they may demonstrate pro-environmental behaviours while also becoming eco-friendly (Hosain & Rahman, 2016).

Additionally, environmental topics, including energy, safety, recycling, and waste management, should be prioritized when instructing staff members throughout training and development programs (Genty, 2021). Additionally, a firm may strengthen environmental stewardship among its staff members by offering green training and development during recruit induction. This is because the program's material would have been rigorous enough to give participants a thorough understanding of the company's green management rules and procedures (environmental sustainability).

Practices for Green Training and Development: Indicators

The indicators utilized in this study to evaluate green training and development methods are highlighted in Table 1 below.

Table 1
Indicators of Green Training and Development Practices

S/N	Green candidate selection process	Sources
1.	Developing Green Capabilities	Bishop et al. l, (2012) and Jabbour (2015), (Ullah, 2017); Yusliza et al. l, 2018); Shah, (2019), (Schaltegger et al. l, 2020).
2.	Green Knowledge	Horbach, (2019), (Cheng, Yang & Sheu, 2020).

Source: Researcher's Framework, 2021

2.1.1. Developing Green Abilities

In today's world, when environmental harm from carbon emissions and hazardous biodegradable wastes is significantly impacting the earth, sustainability is a crucial concern (Ullah, 2017). Clean air, non-toxic water, a consistent climate, environmentally friendly waste management, and sources of renewable energy are thus necessary for sustaining environmental quality (Shah, 2019). These are practical since firms must establish green capabilities early on to support the globe and provide a better world for future generations (Yusliza, Othman, & Jabbour, 2018).

It's essential to provide employees with the skills to function and address environmental issues if you want to develop green talents. This is focused on teaching employees' attitudes, capacities, knowledge, skills, and attitudes toward creating and promoting a welcoming atmosphere and resource-efficient practices (Schaltegger, Burritt, & Petersen, 2020).

2.1.2. Green Awareness

This essay defines "green knowledge" as the knowledge that has been acquired, utilized, and generated to comprehend environmental problems and imaginatively suggest alternative solutions using an eco-innovative strategy. According to Horbach (2019), obtaining green knowledge is essential for developing a green economy. When nations' economies advance significantly toward sustainability, one must have the necessary information to create and cultivate a green lifestyle. This knowledge includes knowing how to reduce carbon emissions and save the environment (Cheng, Yang, & Sheu, 2020).

Globally, the movement toward a green economy has been picking up steam. Training employees to build a modern strategic mentality for minimizing present and future environmental challenges is essential to employee development (Shah, 2019). This calls for significantly more instructional research and ongoing green training and development techniques.

2.2. The Concept of Environmental Sustainability

The environment may be a notion of the social and physical circumstances surrounding a person and affecting their behaviour. Because it includes both bodies in terms of animals, deserts, woods, grasslands, continents, and people, Gana and Tola (2015) contend that the environment may be both objective and subjective. Inferring from Nanda's perspective, environment is defined as "all aspects of natural endowments offered and furnished by man in a bid to make life comfortable," including air, water, land, and other resources required to realize his dreams.

Therefore, environmental sustainability refers to the careful custody, upkeep, management, and prudent use of natural resources to support all life, ensure proper ecological preservation, and avoid deterioration (Kuria & Mose, 2019). According to Diri (2021), environmental sustainability may be seen as a balance that enables human civilization to achieve its present demands through natural resources without compromising or infringing upon future generations' capacity to meet their

needs. Ecological sustainability is preserving natural resources by developing alternative energy sources, reducing pollution, or any other unfavourable activity that can impair ecological integrity (Atmaca et al. l. 2019).

2.3. Indicators of Environmental Sustainability

The environmental sustainability parameters utilized in this study are shown in Table 2.

Table 2
Indicators of Green Recruitment and Selection Practices

S/N	Green candidate selection process	Sources
1.	Environmental Awareness	Liu et all,(2017), Umuhire et all, (2018), Ham et all, (2018), Atmaca et all, (2019), Jannah et all, (2019).
2.	Employee Commitment toward the Environment	Raneiri et all, (2016), (Pinzone, 2017), (Perez et all, 2019); (Paillé et all, 2019).

Source: Researcher's Framework, 2021

2.3.1. Environmental Awareness

The idea of environmental awareness entails the integration of sociology, psychology, and environmental science. Ecological literacy may be thought of as combining motivation, knowledge, and skills, including ecological awareness (Jannah, Halim, Meerah, Fairuz, Subahan, & Fairuz, 2019). Environmental awareness entails awareness of the intended effects of environmental degradation caused by human behaviour and attitude (Ham, Cela & Horvat, 2018). Environmental sensitivity also refers to a person's capacity to understand the relationship between environmental quality and human activity and their desire to participate in environmental preservation and conservation (Liu, Vedlitz, Shi, 2017; Umuhire, Fang, 2018).

2.3.2. Employee Commitment toward the

Environment

According to Perez et al. (2019), employees' commitment to environmental issues reflects their fundamental internal motivation. This is related to their attachment to and identification with the organization's values, and their acceptance of the latter's green aims and targets. As a result, when a worker is committed to environmental issues, it shows a positive shift in attitudes and behaviour to help the business pursue and accomplish its green goals.

Additionally, once employees are motivated to grasp the advantages of a commitment to environmental sustainability and the detrimental effects of environmental degradation, they will be eager to put up extra effort to guarantee that the companies' green goals are met (Pinzone, 2017). The foregoing makes it abundantly evident that employee environmental commitment is a key element of the whole company environmental agenda designed to improve sustainable performance and advance sustainable development (Liu et al, 2018).

2.4. Theoritical Review
2.4.1. Ability-Motivation-Opportunity (AMO) Theory

This hypothesis is regarded as one of the most important for analyzing how green policies affect personnel and the firm. This theory suggested that the only way to implement HRM practices that support the environment is to improve employees' abilities, which can be accomplished by luring and developing employees' knowledge of environmental issues, elevating employees' motivation and level of commitment using strategies like training and effective education, and giving employees chances to participate in knowledge-sharing and problem-solving activities by providing in-house opportunities. In conclusion, this idea asserts that through green training and development techniques, human resource management methods may impact employees' behaviors toward preserving the environment (Shen, Dumont, & Deng, 2018).

2.4.2. Social Exchange (SET) Theory

When Emerson first proposed this theory in 1976, he emphasized that an organization and its employees enjoy a mutually trustworthy and good relationship in terms of adherence to the rules of exchange and that there is a reward for employees who are aware of their environment and have the knowledge and skills necessary to maintain it in good condition. Employees will be willing to work with the company to prevent environmental damage since management has significantly invested in green human resource strategies.

In other words, personnel will be highly motivated and required to do their responsibilities without causing harm to others or environmental damage. The fundamental tenet of this theory is that an organization's environmental sustainability strategy will influence workers' pro-environmental behaviours at work in terms of awareness and green knowledge.

Empirical Review

The approaches used by the firm to manage its human resources and its propensity to become green were examined by Khurshid and Darzi in 2016. The authors found that green HRM is essential for fostering a climate conducive to sustainable growth by focusing on economic, social, and other organization-related environmental goals.

However, Nisa et al.(2016) asserted in their study, which looked at how green HRM practices affected sustainability for a few chosen organizations in Pakistan, that there is a substantial correlation between all aspects of GHRM and environmental sustainability. The study involved 500 workers from ten different manufacturing companies, and the results showed that improving employee capacity for ecological sustainability substantially impacted green development ($R2=0.793$, p0.00005).

Using green HRM as a mediating variable, Guerci, Longoni, and Luzzini (2016) investigate the impact of stakeholder demands on environmental performance. The study discovered that ecological performance is highly impacted by green performance management and remuneration, as well as green training and engagement. On the other hand, green hiring was rejected without regard to environmental performance.

Ooi, Amran, Goh, and Nejati (2017) further highlighted the significance of GHRM to an organization's stakeholders in Malaysia. According to the report, the Malaysian financial services industry is dependent on six GHRM components: green talent management, green performance management, green training and development, green employee engagement, green incentive system, and green employee separation.

According to research by Chowdhury, Sanju, and Asaduzzaman (2017), including employees in regular green training and development activities will foster environmental awareness, lessen the organization's harmful environmental effects, and improve the organization's beneficial ecological effects. In their study, Chowdhury, Sanju, and Asaduzzaman (2017) found a strong correlation

between corporate social responsibility (CSR), global human resource management (GHRM), and sustainability. They concluded that green training and development practices in fostering environmental sustainability will likely minimize wastage, reserve, and preservation of natural resources. The study used 300 workers as a sample, and the results showed that increasing employee awareness of environmental sustainability strongly influenced employee consciousness at $R^2=0.846$: $p=0.0000.05$. Based on the above, this study hypothesized that:

H01: Environmental awareness is not considerably impacted by the development of green skills.

In the research done to investigate the review of GHRM thoroughly and environmental Sustainability in HRM, Ullah (2017) claims. The study found that GHRM implementation is likely to lead to efficiencies, economical resource utilization, less waste, improved work/life balance, lower costs, and improved worker execution and maintenance, all of which support organizations' efforts to create workplaces that are socially aware, environmentally aware, and resource-efficient.

Green training was cited as one of the predictors of employees' commitment to the environment, civic organizational behaviour for the environment, and corporate environmental performance in another study conducted in Vietnam by Pham, Thanh, Tucková, and Thuy (2020). Another study in Tanzania by Mashala found a good relationship between green training and employees' dedication to the environment (2019). Three goals, three questions, and three (3) null hypotheses were examined in the study at a significance level of 0.05. One-way Analysis of Variance and an independent sample t-test was used to evaluate the data. The results showed that green training and development techniques benefited employees' dedication to the environment since all of the null hypotheses were rejected.

Using discourse content analysis as a method of data collection, Genty (2021) conducted a study on "Green Human Resource Management and Organizational Sustainability."

The results of his study revealed that "achieving sustainability depends on green training intervention as a means of understanding and reshaping the Environment," underscoring the significance of "green training and development practice as a veritable tool for creating environment." His research's findings support the first hypothesis, which holds that acquiring green skills increases environmental consciousness.

Based on the above, this study also hypothesized that:

H02: Green knowledge and workers' dedication to the environment are not significantly correlated.

2.5. Conceptual Framework

Figure 1
Conceptual framework analyzing the effect of green training and development practices on environmental Sustainability in WAMCO plc, Lagos, Nigeria.
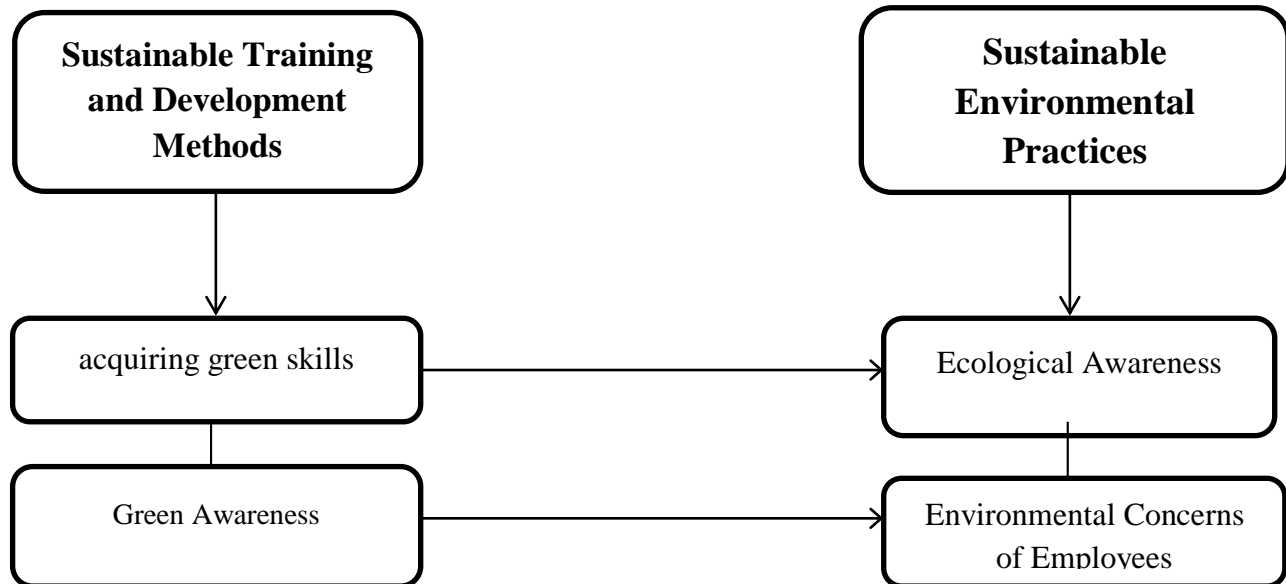
Source: Researcher's Construct, 2021

METHOD

This study component looks at the procedures used to carry out the study; it includes details on the sample size, sampling methodology, data collecting tool, validity and reliability of the research instruments, kind of data analysis, ethical consideration, and other things. Descriptive research methods were employed in this work. This strategy was chosen because it enables the researcher to convey the variables under inquiry understandably and easily.

The population for this research consisted of 456 workers, as reported by the human resources desk in December 2021. This included male and female personnel from various ranks and statuses within the chosen company. The West Africa Milk Company (WAMCO) plc, in Ikeja, Lagos State, Nigeria, served as the study's subject area. This company was chosen because of its sizable employees and active business operations.

209 workers were chosen as the sample size for this study, with a 0.05 error rate and a 95 per cent confidence level, from www.raosoft.com/samplesize.html. The study used a multi-stage sampling approach that combines a probability sampling technique (stratified and basic random sample techniques) with a non-probability sampling technique (purposive). This approach was suitable since it made it easier to represent different subgroups within a community accurately.

In the first phase, the company (WAMCO) plc, Lagos State, was chosen using a non-probability and purposive sampling approach. The stratified sampling approach was applied in the second step to assure the sample's sufficiency and equitable representation. Following the division of the population into uniform subgroups, a straightforward random sample was obtained in the third stage. Every employee in the chosen organization has an equal chance of getting selected, which is the critical attribute of a randomized process. In addition to stratified selection, the basic random system was utilized to choose samples from each Department (stratum). The proportion of the stratum's population in the overall population was represented by the number of employees from a specific Department.

Utilizing a questionnaire, primary data was collected. Close-ended questions made up each of the three sections of the questionnaire. While parts B and C focused on environmental sustainability and green training and development techniques, section A was set up to collect biographical information from respondents. The researcher circulated a questionnaire that was designed on a 5-point Likert scale, with one being "Strongly Disagree" and five being "Strongly Agree."

Table 3
Cronbach Alphas of the study Variables

S/N	Variables	Authors	No	Cronbach Alpha
Green Training and Development Practices				
1.	Developing Green Abilities	Bishop and Mssoud, (2012) and Jabbour, (2015), (Ullah, 2017), Yusliza et all, 2018), Shah, (2019), (Schaltegger et all, 2020).	5	0.904
2.	Green Knowledge	Horbach, (2019), (Cheng et all,2020).	5	0.992
Environmental Sustainability				
1.	Environmental Awareness	Liu et all, (2017), Umuhire et all, (2018), Ham et all, (2018), Atmaca et all, (2019), Jannah et all, (2019).	7	0.887
2.	Environmental Concerns of Employees	Raneiri and Paille, (2016), (pinzone, 2017), (Perez et all, 2019); (Paillé & Boiral, 2019).	5	0.807

Source: SPSS 2021

The researcher conducted a pilot study and pre-testing with employees of two (2) chosen enterprises in the Itele Ota Area of Ogun State to guarantee the internal validity of the research instrument. This was done to ensure the study instrument's face, content, concept, and criterion-related reality. To evaluate the validity of the research instrument, a pilot study involving 50 workers from both companies was conducted. Employees were divided into groups based on where they were employed. The study also considered the employees' gender equity. It was predicted that the reliability test result would not provide a co-efficient lower than 0.70.

Statistical Package for Social Sciences (SPSS) version 26.0 was used to examine the data at the descriptive and inferential statistics levels using frequency distribution and simple percentages. The two mentioned research hypotheses were tested using regression and correlation analysis as the statistical instrument in the study.

RESULTS AND DISCUSSION

4.1. Result

A response rate of 83.7 per cent as indicated in Table 4, reveals that 209 copies of the questionnaire were distributed, 197 were retrieved, and 175 were deemed to be useable.

Table 4
Results on Questionnaire Administration

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

Source: Field Survey, 2021

Hypothesis One

H0₁: Environmental awareness is not considerably impacted by the development of green skills.

Tables 5, 6, 7: Results of linear regression study on the relationship between environmental awareness and the development of green skills.

Table 5
Regression Analysis Model Summary: The Impact of Developing Green Skills on Environmental Awareness.

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

a. Predictors: (Constant), Developing Green Abilities

Developing green skills and environmental awareness have a R =.968 association, as seen in Table 5 above. The R square for the table indicates that only 93.7% of differences in environmental awareness can be attributed to acquiring green skills, is.937. Therefore, acquiring green skills strongly benefits environmental consciousness as a measure of ecological sustainability.

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

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

a. Dependent Variable: Environmental Knowledge
b. Predictors: (Constant), Developing Green Abilities

According to Table 6, the F-value is equal to the sum of the mean square regression and residual (299.942 and 20.092, respectively), yielding the value F=2582.558. According to the model in this table, developing green skills favors employees' environmental awareness and dedication to environmental protection. (Sig =.000) indicates that this impact is statistically significant.

Table7
Environmental Awareness and the Effect of Developing Green Skills: Coefficients of Regression Analysis.

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

a. Dependent Variable: Environmental Awareness

The linear regression results, which was performed to forecast environmental awareness based on building green skills as a component of green training and development methods, are shown in Tables 5, 6, and 7. With an R2 of 937, a significant regression coefficient was discovered (F (1,173)= 2582.558, p=.000). This assumes that learning how to be green led to a variance of 93.7 per cent in environmental consciousness. Additionally, Table 7 displays the beta value beneath the standardized coefficients, demonstrating that improving one's environmental awareness contributes equally to changes in the dependent variable (=.968, p=.000). The results showed that increasing green competencies as a measure of green training and development techniques substantially impacted environmental consciousness. Hence the null hypothesis was rejected.

Hypothesis Two

H0₂: *Green knowledge and employee commitment to the environment are not significantly correlated.*

Table 8

Findings from a research using bi-linear correlations to examine the link between employees' environmental commitment and their understanding of green issues

		Green Awareness	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).

Employee commitment to the environment, a factor in environmental sustainability, and green knowledge have a positive and significant association, according to the correlation as mentioned above table (r=0.942, p-value0.05). This suggests a strong link between employee environmental stewardship and understanding of green issues. The results showed a substantial association between employee dedication to the environment and green knowledge, an indication of green training and development techniques and environmental sustainability, which led to the rejection of the null hypothesis.

4.2. Discussion of Findings

In summary, when employees' talents are improved in ways that are good for the environment, they become more conscious of their circumstances, more pro-environmental, and more inclined to behave in an eco-friendly manner. According to Hypothesis 1, acquiring green skills greatly influences environmental consciousness. The findings of this study corroborate those of a survey conducted by Subramanian et al. l, (2018), who claimed that there are opportunities for environmental management through green education and development They contend that employess' capacity to encourage pro-environmental attitudes and behaviors is improved by employing green training and development methodologies.

The outcomes of this study concur with those of a survey carried out in India by Srivastava et al. (2019). Their analysis concluded that green training and development strategies contribute to a more vital link between corporate social responsibility and employee participation in the environment. Finally, the outcome of this study supports Genty's (2021) contribution, whose research demonstrated that green training and development techniques aid firms in educating and involving staff in environmental problem-solving abilities.

According to results for hypothesis number two, employee commitment to the environment, a factor in environmental sustainability, and green knowledge are significantly positively correlated. The results of this study also support the assertion made by Owino (2016), whose research found that providing green training and development programs to increase employees' environmental consciousness will aid firms in advancing their environmental sustainability

agenda.

Additionally, the results of this study concur with those of Kim et al. (2019). Their research showed that green training and development are crucial resources for advancing environmental management in a business. Finally, the results of this study support the argument made by Atiku (2020), who said that employing green training and development techniques will increase employees' green productivity and encourage their dedication to the environment.

5. Conclusion

The realization of an organization's green goals cannot be accomplished in isolation or without the harmonic alignment of its workers, who are partners in the business and vital stakeholders. To instill in the workforce the value of being resourceful and ecologically conscious, as well as to promote environmental advancement, management should frequently make green training and development procedures a regular occurrence. The effectiveness of these procedures in encouraging and strengthening staff understanding and consciousness toward efficient waste management, energy conservation, lowering carbon footprints, and reducing green gas emissions has been validated and confirmed.

6. Recommendations

Following are some suggestions from the researcher for promoting environmental sustainability based on the findings of this study.
  i. Through recurring training and development sessions centered on achieving green goals, employee participation and involvement in green activities should be prioritized and enhanced.
  ii. Employers should be continuously encouraged to adopt green practices by managers, who should also give staff members plenty of chances to use their newfound knowledge and abilities acquired during environmental management training.
  iii. Employers who promote environmental sustainability among their coworkers

should always receive praise from management.

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