

Green Training and Organizational Trustworthiness of Quoted Manufacturing Firms in South-South, Nigeria

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Abstract

This study examined the relationship between green training and organizational trustworthiness of 12 quoted manufacturing organizations in the South-South of Nigeria. The study adopted the cross-sectional survey design; its population covered 84 managerial staff of the firms while its sample size was determined using census. The study data was obtained through the use of questionnaire from the managers of the 12 quoted manufacturing firms being investigated. Data analysis tools comprising descriptive statistics and the inferential statistics were utilized in the assessment of the population characteristics, univariate and bivariate. The Spearman's rank order correlation coefficient was used to carry out the bivariate analysis. The findings indicate that all hypotheses of the study were rejected based on the observed significance of the relationship between green recruitment and measures of organizational trustworthiness (honest communication and legal compliance). Therefore, it was concluded that the adoption and implementation of green training by the management of quoted manufacturing firm in South/South significantly serves as antecedent of organizational trustworthiness affirms within this context. Thus, it was recommended that the training and development of workers should be based on imbuing in workers the green values, knowledge and expected behaviour of the organization through content focused on green alternatives and options in the dispensation of responsibilities and roles within the organization.

Keywords: *Green Training, Organizational Trustworthiness, Task Compliance, Legal Compliance, Quoted Manufacturing Firms*

Introduction

It has been established by various scholars and managers of business that an organization is a social entity which its success or failure depends on how it is able to mutually coexistence with its operating environment. For instance, Wobodo, Asawo, and Asawo (2018) and Koontz and Weihrich (1999) maintained that organisation does not exist in isolation but is mutually dependent with its operating environment. In the same vein, McEvily and Tortoriello (2011) observed that business organizations are open systems and to a great extent, depend on the patronage and goodwill of their clients, host communities and other relevant stakeholders. Bearing this mind, it is salient to note that one indispensable organization's behaviour that progressively reinforces the social legitimacy of an organization is associated with its level of trustworthiness. A positive perception of organizational trustworthiness by stakeholders is considered as a critical instrument that earns an organization immensurable support and patronage by its host environment.

This is why Hodson (2014) argued that trust in the organization is an important element for organizations to survive and develop. Similarly, Dirks and Ferrin (2001) assert that employees who trust the organizations where they work in will stay longer with that company, put in more effort, and more committed to the company, whereas those who do not trust their company may reduce the effectiveness of their work (Dirks & Ferrin 2001), produce counterproductive behaviour or may intend to leave the company. The problems and dangers the absence or poor organizational trustworthiness could pose to an organization have been adjudged to be destructive, especially as it threatens the survival of the organization. An organization is perceived not trustworthy when its actions and inactions are observed to be hurtful to its operating environment and its inhabitants. In credence to this view, Rashid, Wahid, Saad (2006) in their study opine that one of the major bases for the growing disputes and conflict between organizations and their host communities, is the noted impact of poor waste management and air pollution on the environment of these communities. As a result of this, problem such as growing conflicts and disputes between the organization and its stakeholders which often result in litigations and fines, constant replacement of vandalized organizational facilities and disruptions to projects (Adunbi, 2015; Adegbite, 2015), thus impacting on their sales, and market relationships. This has led to problems of low customer patronage; decline in market share and in most cases the shutting down of major branches and operational plants (Adegbite, 2015).

Efforts in addressing these issues have appeared abortive given the noted historical gaps in legal frameworks and the weakened legislative processes due to corruption and poor representation. But we hope that the adoption of green training strategy by manufacturing firms in South/South in Nigeria will help promote the trustworthiness of these firms and possibly serves as a lubricant in reinforcing unison between the firms and their stakeholders such as government agencies, host communities etc. More so, literature abounds with content which specifically identify green human resource as an alternative in building more eco-friendly systems and enhancing operational outcomes. While a variety of these studies have indicated interest in expanding models and theories on green human resource management practices (Deshwal, 2015; Jabbour, 2011), little has been done which addresses how green training could serve as a possible precursor to organizational trustworthiness; this study fills this gap.

Conceptual Framework

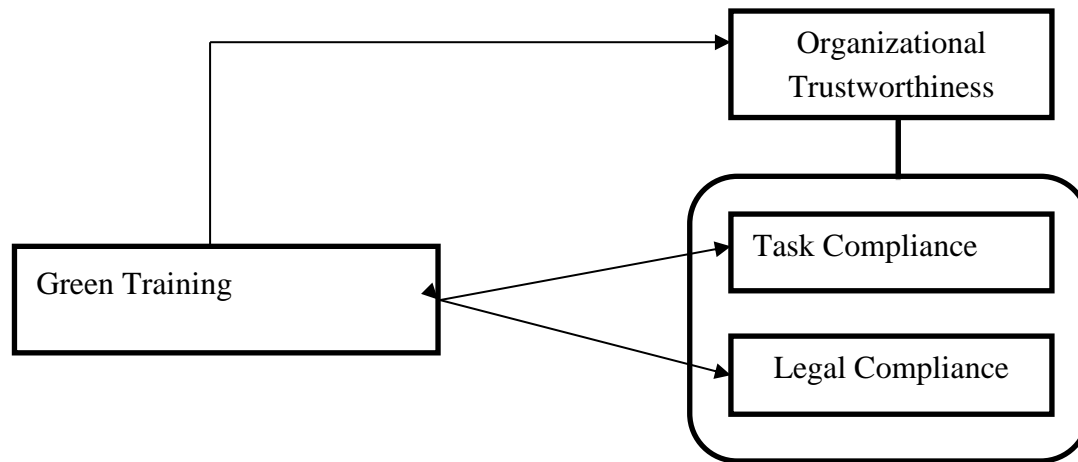


Fig.1: Conceptual Framework of Green Training and Organizational Trustworthiness

Purpose and Objectives

The purpose of this study is to examine the relationship between green training and organizational trustworthiness in quoted manufacturing firms in the South-South of Nigeria. The objectives of the study are as follows:

- i. To examine the relationship between green training and task compliance of quoted manufacturing firms in the South-South of Nigeria
- ii. To examine the relationship between green recruitment and legal compliance of quoted manufacturing firms in the South-South of Nigeria.

Theoretical Foundation

The theoretical foundation of this study is based on institutional theory. Institutional theory studies the institutionalization process, which occurs through diffusion (creation, theorization, objectification and acceptance) of ideas and practices and is based on gaining and maintaining legitimacy (Scott, 2001). Institutionalization occurs within and across macro and micro levels (Thornton, 2004) and the institutional actors, adopted ideas and practices, and social

situations condition one another in ways that are often difficult to disentangle (Suddaby & Greenwood, 2005). Institutional theory is traditionally concerned with how groups and organizations better secure their positions and legitimacy; and as such advance their trustworthiness, by conforming to the rules (such as regulatory structures, governmental agencies, laws, courts, professions, and scripts and other societal and cultural practices that exert conformance pressures) and norms of the institutional environment – such as those that emphasize on green or sustainable practices (Scott, 2007). According to Institutional Theory external social, political and economic pressures influence firms’ strategies and organizational decision-making as firms seek to adopt legitimate practices or legitimize their practices in the view of other stakeholders (Srivastava, 2007; Rivera, 2004).

Concept of Green Training

Green training and development consist of employee working methods that reduce waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation (Ullah, 2017). In Nigeria, the green training and development is another means for educating employees about environmental management and training that should be given for the employees about energy, reduce waste, and diffuse environmental awareness in the organization (Deepika & Karpagam, 2016). This green training and development help management to provide an opportunity to engage employees in environmentally problem-solving skills (Zoogah, 2011). Further, green human resource practices enhance the skill of an employee to educate with the different environmental issues (Liebowitz, 2010).

Training and development is a practice that focuses on development of employees’ skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitudes (Zoogah, 2011). Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving (Zoogah, 2011). Green T&D activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues.

Ramus (2002) in a survey of managers, on best management practices concluded that environmental training and education, along with establishing a favourable environmental culture for the employees where they feel that they are the part of environmental outcomes, were the most important HRM processes that facilitate the achievement of environmental goals. Liebowitz (2010), in his study on the role of HR in achieving a sustainability culture, suggests that the HR Department can offer leadership development workshops to help managers develop their “front wheel” soft, people skills, or behavioural competencies, in teamwork, diversity, managing change, and collaboration. Future research that facilitate green training on one hand and helps organizations on the other to develop eco-friendly managers who without any hesitation can indulge as well as promote sustainability throughout the process would be particularly useful.

Employee participation in Green initiatives increases the chances of better green management as it aligns employees’ goals, capabilities, motivations, and perceptions with green management practices and systems. Involving employees in EM has been reported as improving EM systems such as efficient resource usage (Florida & Davison, 2001); reducing waste and reducing pollution from workplaces (Kitazawa & Sarkis, 2000). Several workers in their study concluded that individual empowerment positively influences productivity and performance, and facilitates self-control, individual thinking, and problem-solving skills (Renwick, 2013). An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs (Mandip, 2012).

Organizational Trustworthiness

Trust is an inherently relational construct, with strong social and affective elements. According to Battaglio and Condrey (2009) it is an unspoken agreement between the employer and the employees. When a significant trust violation occurs, ‘victims’ typically experience strong negative emotions towards the transgressor, including a sense of injustice, and sometimes even moral outrage, at what has occurred. The violation not only alters the balance of positive and

negative affect in the relationship, but it also disrupts and alters the social norms, relative standing and power dynamics governing the relationship (Ren & Gray, 2009). This disruption to the 'social order' in the relationship results in a state of 'social disequilibrium' between the violating party and those affected by the trust failure (Dirks *et al.*, 2009). From this perspective, trust repair requires enacting social rituals and symbolic acts to help resolve the negative emotions caused by the violation and help to re-establish the social order governing the relationship (Ren & Gray, 2009). Strategies include public explanations and apologies, punishment and penance, and compensation to victims .

Studies pertaining to trust in management are fairly scarce in the OB literature (Ren & Gray, 2009). Trust in the organization entails the belief that the organization has good will toward its employees or stakeholders and would not do things that harm them. Logically, cognitive trust in management would tend to be based upon one's past experiences with management. Members observe policies and procedures initiated by management to determine whether it has good intentions. As such, cognitive trust among employees can be boosted through system-wide human resource practices. For example, organizational reward (Morgan & Zeffane, 2003), performance appraisal (Prasad, 2013), and employee involvement systems (Morgan & Zeffane, 2003), as well as on-the-job training and good benefits (Hodson, 2004), professional development opportunities and job security and high-performance work systems (Zacharatos, Barling, & Iverson, 2005) have been found to enhance employee trust in their organizations. This trust derives from employees' objective observations and rational cost-and benefit judgments.

Task Competence

An organization's task competence is complex and it involves different organizational activity areas. The most important factors regarding its complexity are globalization and international competition. Besides the other core competencies, organizational cross-cultural competence is more critical as international business becomes more global in scope and more complex in practice; although paradoxically, a global organization tends to adjust more to different cultural settings. While integrating not only into national, but also into organizational cultures, cross-cultural interaction is critical in the success/failure of an international relationship.

Competence is the knowledge set that distinguishes a firm and provides a competitive advantage over others (Agha, Alrubaiee, & Jamhour, 2011). Macharia, (2014) avers that the fulcrum of efficient strategic management is the alignment of strategy, organizational competencies and resources. The crafting of a strategy represents an organizational competence in pursuing idiosyncratic actions which sets them apart in conducting operations, and improving the company's financial and market performance thus competitive advantage. According to Thomas (2001) competency concept has something more to offer than the RBV in that competence enable firm leverage the resources and assets at hand. This is ascribed to the fact that the firm should have the competence of tapping sources of resources and assets and bundling them into products and services for customer satisfaction. However, harmonization and synergy of distinctive competencies and strategies in banks may be obscured by ambiguity and significant variation of individual perceptions of a firm's competencies. This explains differences in firm level of competences which are imbedded in assets, processes and paths which result in competitive advantage and performance (Teece, 2007). Performance is influenced by various factors, among them the drivers of competitive advantage (Jiao, Wei, & Cui, 2010).

Knowledge is one of the competencies that organizations may have. While most researchers subscribing to the RBV regard knowledge as a generic resource, some researchers (Murray, 2000) suggest that knowledge has special characteristics that make it the most important and valuable resource. Hamel and Prahalad cited in Wang (2013) argue that knowledge, know-how, intellectual assets and competencies are the main drivers of superior performance in the information age. Cania and Korsita (2015) also suggest that knowledge is the most important resource of a firm. Evans cited in Cania and Korsita (2015) pointed out that material resources decrease when used in the firm, while knowledge assets increase with use. This is actually an aspect of experience. With increased experience there is increased know-how.

Tiwana cited in Cania and Korsita (2015) argued that technology, capital, market share or product sources are easier to copy by other firms while knowledge is the only resource that is difficult to imitate. This lack of imitability is the exact source of sustainable competitive advantage. Sirmon cited in Sanifa (2015) stressed the importance of organizational learning. He suggested that capabilities and organizational learning implicitly and explicitly are a part of any strategy within a firm. It has been argued that the ability to learn and create new knowledge is essential for gaining competitive advantage. Lee and Pennings (cited in Su, Tsang and Peng, 2009) discussed the influence of internal capabilities and external networks on firm performance.

Legal Compliance

Ensuring behavioural and product features based on legal compliance requires that organizations invest in processes that ensure products sold meet customer expectations (Liu & Xiong, 2015; Roman, 2014). These same processes must encourage employees to adopt the habits and behaviours that embed culture of quality and compliance. A sustainable enterprise meets customer demand by delivering products that meet quality specifications and deliver expected results (Liu & Xiong, 2015; Roman, 2014). To ensure a culture of quality, leaders and employees require an understanding of the behaviours and habits that embed a culture of quality into the organization and one which is defined and operational within a clearly defined legal framework which guides and structures the organization's behaviour within its context (Rashid & Aslam, 2012).

As organizations operate and conduct business, they are subject to a number of environmental influences and challenges that have an impact on the organization. Regulation represents a legal challenge that can strain an organization's resources by imposing costs in the form of penalties and taxes for noncompliance. Today, organizations are besieged by laws and regulations because of the past actions of organizations acting in a way that caused harm or detriment. Roman (2014) state that, much regulation grows out of organizations' actions and agendas. Therefore, when organizations act in a contrary or unethical way, regulation is used as a tool to change behaviour. According to Edelman and Suchman (2013), regulation is taking the initiative directly to modify organizational behaviour. The government can modify behaviour by requiring organizations to act in a certain way or creating incentives to change behaviour (Rubin, 2005). Marshaw (cited in Roman, 2014) argues that the law may be instrumental in altering behaviour, but it may create openings and opportunities for organizations to circumvent the law and exploit its deficiencies. Therefore, as organizations conduct business, they will have to incorporate environmental challenges such as regulation as a normal part of the operating landscape.

Green Training and Organizational Trustworthiness

Green training is a practice that focuses on development of employees' skills, knowledge, and attitudes, prevent deterioration of EM-related knowledge, skills, and attitudes (Zoogah, 2011). Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving (Zoogah, 2011). Green T&D activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues. Ramus (2002) in a survey of managers, on best management practices concluded that environmental training and education, along with establishing a favourable environmental culture for the employees where they feel that they are the part of environmental outcomes, were the most important HRM processes that facilitate the achievement of environmental goals.

Development of attitudes, behaviours, knowledge and skills in the employees that stop the corrosion of environment related attitudes, skills and knowledge comes under the umbrella of training and development (Zoogah, 2011). Training is considered as the preparation of multi-talented employees that is concerned with the development of knowledge and skills required for innovation (Liebowitz, 2010). Performance of the organization is also associated with the training and development of employees because training incorporates knowledge and skills in the employees needed to achieve organizational goals and objectives employees must be equipped with the necessary skills in order to perform effectively in the organization. The capability to acquire new knowledge can be produced among

employees through training that can be used for innovation and enhanced performance and competitiveness of the organization as a whole. Exploratory learning is associated to a greater extent with organizations conducting training. The skill development and the exploratory learning are the potential means of encouraging innovations in the organization (Zakaria, 2012). Hence, the following hypotheses are stated:

- HO₁: There is no significant relationship between green training and task competence of quoted manufacturing companies in the South-South of Nigeria.
 HO₂: There is no significant relationship between green training and legal compliance of quoted manufacturing companies in the South-South of Nigeria.

Methodology

The cross-sectional survey design is adopted as the research design for this study (Amaratunga, Baldry, Sarsha & Newton, 2002). The cross-sectional survey as a form of quasi-experimental research, allows for the measurement and observation of social, behaviour and organizational factors within non-contrived settings, as well as the generation of data which can be coded and analysed to ascertain trends, relationships and patterns (Baridam, 2001). The population for this study is comprised on a total of 84 senior and middle level managers from 12 manufacturing companies within the six states that make up the south-south of Nigeria (Bayelsa State, Rivers State, Cross-River State, Edo State, Delta State, and Akwa-Ibom State) quoted and listed with the Nigerian stock exchange (NSE). The census approach was adopted in determining the sample size. In carrying out analysis on the study data, the Spearman rank order correlation was used.

Data Analysis

Test of Hypothesis One

HO₁: There is no significant relationship between green training and task compliance of quoted manufacturing firms in the South-South of Nigeria.

Table 1: Relationship Result for Green Training and Task Compliance

		Green Training	Task Compliance
Spearman's rho	Green Training	Correlation Coefficient	1.000
		Sig. (2-tailed)	.578**
		N	72
	Task Compliance	Correlation Coefficient	.578**
		Sig. (2-tailed)	1.000
		N	.000

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

Source: Research Data, 2020

Relying on the analysis in Table 1, the study research questions as answered by the respondents reveals that green training has a positive relationship with task compliance of quoted manufacturing firms in South- South. The degree of this relationship using the Rho values of 0.578 generated from the analysis appear to be moderate and it is significant where green recruitment is observed to significantly correlate with task compliance at a PV = 0.000 < 0.05.

Test of Hypothesis Two

HO₂: There is no significant relationship between green training and legal compliance of quoted manufacturing firms in the South-South region of Nigeria.

Table 4.2 Relationship Result for Green Training and Legal Compliance

		Green Training	Legal Compliance
Spearman's rho	Green Training	Correlation Coefficient	1.000
		Sig. (2-tailed)	.702**
		N	72
	Legal Compliance	Correlation Coefficient	.702**
		Sig. (2-tailed)	1.000
		N	72

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

Source: Research Data, 2020

In view of the respondents’ responses on all the research questions focusing on green training, the analysis indicates that it has a positive relationship with legal compliance of quoted manufacturing firms in South-South. This relationship is confirmed based on the Rho 0.702 which is seen to be very high and significant at $PV = 0.000 < 0.05$.

Discussion of Findings

The finding on the relationship between green training and organizational trustworthiness is revealed to be significant, with the results indicating positive outcomes for features such as legal compliance and task competence where green training is applied. The practice of training and development in line with green competencies of employees drive the reputation and validation of the organization. Renwick *et al.* (2008) state in their literature review that training is seen as a key intervention to prevent and reduce waste, which is a part of green human resource management. Moreover, Ahmad (2015) asserts that green training and development makes employees aware of the value of environmental management, helps them understand methods on how to act green and sharpens the skills of employees on how to deal with environmental issues. Daily *et al.* (2012) also found in their quantitative study that green training has a strong impact on environmental performance as perceived by managers. They propose a model that links certain HRM factors to the environmental performance. Furthermore, Labour (2014) affirms that green training is a significant method for HRM to make the organization accomplish its green environmental goals.

Conclusion and Recommendation

Based on the findings of this study which revealed that green training is positively related with organizational trustworthiness, it was concluded that the adoption and implementation of green training by the management of quoted manufacturing firm in South/South significantly serves as antecedent of organizational trustworthiness affirms within this context. Thus, it was recommended that the training and development of workers should be based on imbuing in workers the green values, knowledge and expected behaviour of the organization through content focused on green alternatives and options in the dispensation of responsibilities and roles within the organization.

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