



## Effects of Green Training and Green Performance Evaluation on Organisational Effectiveness: A Case of Federal Medical Centre (FMC) Owerri, Nigeria

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### ABSTRACT

There is a growing concern on environmental sustainability globally in the 21<sup>st</sup> century. This concern has equally resulted to the emergence of various advocacy groups on just transition and the need to adopt environmentally friendly practices in organisations. Advanced countries are way ahead of developing countries in the research and adoption of environmental best practices in their organisation. There is paucity of research in green practices in Nigerian organisations and tertiary health institutions in particular. The tertiary health care facilities in Nigeria to which the Federal University Teaching Hospital Owerri belongs is aware of the growing mission of environmental care in its operations while attending to its primary mission of health care. However, no study has been carried out in Federal University Teaching Hospital Owerri in particular on environmentally sustainable (green) human resource management practises and how it affects effectiveness of the organisation. Thus, this study examined the effect of green training and green performance evaluation on organisational effectiveness in Federal University Teaching Hospital Owerri, Imo State Nigeria. The population of the study was 202 members of staff of five departments of the hospital. The sample size was 134 members of staff of the five departments obtained using purposive sampling technique. A close-ended questionnaire was adopted and modified from previous studies and re-created using google forms in a cross-sectional observation. Completed responses received was a total of 103 out of 134 forms distributed to both clinical and non-clinical staff of the departments representing a response rate of 76.87%. Data collected were presented in tables and analysed using descriptive statistics and inferential (multiple regression) statistics. The result shows that the green training ( $\beta = 2.402, p < 0.01$ ) showed a significant positive impact as the P value is less than 1%. Also, the result shows that the green performance evaluation ( $\beta = 0.644, p < 0.01$ ) has a significant positive impact as the P value is less than 1%. This suggests that both environmentally conscious training and environmentally conscious performance evaluation have significant effects on organisational effectiveness. In fact, the regression result revealed that each contributes 32% and 46% of the variability in organisational effectiveness.

**Keywords:** environment, green performance evaluation, green training, organizational effectiveness

## 1. Introduction

In the 21<sup>st</sup> century there is a rising awareness of environmental sustainability and how it impacts on organisations triple bottom line that is the social, environmental, and financial performance of the organisation. In other words, a combination of its people, the planet, and its profits have been established as measures of organisational success. In placing the environment (planet) in perspective, it is stated that the current Human resource managers have the responsibility to oversee integrating the Green Human Resource philosophy into company goals (Das & Singh, 2016; Hameed, Mahmood & Shoaib, 2022). Green human resource management (GHRM) is the green approach to human resource management which involves integrating environmental considerations into human resource practices and policies, such as recruitment, compensation, training, and performance evaluation. It contributes to the overall improvement of the organisation environmental performance through the internal production processes as well as provides good payback to both internal and external stakeholders (Tang, Chen, Jiang, Paille & Jia, 2018). Green Human resources management involves developing and implementing human resource strategies, policies and practises that assist organisations to reduce their environmental impact and enhance their green credentials and their competitive advantage. The tertiary health care facilities in Nigeria to which the Federal University Teaching Hospital Owerri belongs is aware of the growing mission of environmental care in its operations while attending to its primary mission of health care.

However, the research into the effect of green human resource management practises in developing nations and how it affects productivity and effectiveness in an organisation is still at an embryonic stage. Most of the research done in this area has been done in developed countries. According to Amrutha and Geetha (2020), the adoption and implementation of green HR practices received significant attention beginning in 2016, primarily in European and Asian nations, in a systematic review of Green human resources management. Again, most of the studies carried out on the subject matter of green HRM, have not focused on health organisations. In Nigeria particularly, studies on green human resource management are scanty. The effectiveness of health care organisations in Nigeria has not been placed under this spotlight. The struggle to embrace sustainable health practises amidst the massive increase of the number of health workers migrating to developing countries with greater environmental measurement metrics appears to be absent.

Therefore, this study seeks to investigate the effect that green human resource management practices have on the effectiveness of a public organisation in the health sector such as the Federal University Teaching Hospital Owerri. This paper is guided by the following specific objectives: to determine the effect of environmentally conscious training (green training) on organisational effectiveness in Federal University of Technology teaching hospital Owerri; and to investigate the effect of environmentally conscious performance evaluation (green performance evaluation) on organisational effectiveness in Federal University of Technology

teaching hospital Owerri. Thus, it hypothesised that environmentally conscious training has no significant effect on organisational effectiveness; and that environmentally conscious performance evaluation has no significant effect on organizational effectiveness. Understanding the extent of effect green training and performance evaluation could have in a hospital would encourage similar organisations to prioritize environmentally sustainable HR practices alongside their primary duty which is health care.

## 2.0 Conceptual Review

### The Concept of Green Human Resource Management Practice

Chowdhury, Sanju & Alsaduzzaman, (2017) described Green Human Resource Management (HRM) as a process of bringing together Human resource management practice and environmental management. As a growing concern of both stakeholders and the public, organisations are beginning to take the practise more seriously. According to Jyoti (2019), the two fundamental parts of Green HRM include environmentally friendly HR practises and knowledge capital protection. Like this, Hsu and Liang (2018) define Green Human Resource Management (GHRM) as a strategy that harmonizes HRM practices with environmental sustainability goals to encourage a pro-environmental mind-set among employees, improve their environmental knowledge and abilities, and maximize the use of natural resources at work.

According to Alrurajha & Opatha (2016) businesses in general started using green HRM techniques before the 1980s. However, most scholarly publications in HRM were started after the 1990s. Renwick *et al.* (2008) provided a process model for green HRM that included a few green HRM practices under each of the five HRM functions or activities, including hiring, performance management and assessment, training and development, employee relations, and pay, reward, and exit. Using papers gathered from 1988 to 2008, they categorised the material using a process model framework for human resource management. Recently, the management of green human resources (GHRM) has developed into a critical component of an organization's sustainability initiatives. Scholars have emphasized various GHRM views and tactics. Rathore, Kaur, Asif and Sharma (2019) conducted a systematic analysis of 61 papers on GHRM and identified seven significant themes, such as green job design, green training and development, and green employee engagement. As a result, GHRM favourably influenced organizations' adoption of green innovation. Taplin and Christensen (2021) explained how GHRM may be incorporated with conventional HRM to create a hybrid model that focuses on both employee well-being and long-term results in their third article. They contend that hybrid models could offer a more thorough approach to GHRM, enhancing organizational performance and giving firms a competitive edge.

Green Human resources management has also been studied in different industries including the manufacturing, hospitality, educational and in the general service industries. A summary of the review carried out by Tanova and Bayighomog (2022) on the constructs, antecedents, consequences, and outlook of green human resources management in the service industries using a systematically selected sample of 48 articles, contrasted the scales used to assess green human

resource management, examined the theoretical underpinnings of the empirical articles, and located the methodological network describing how green human resource management is positioned in relation to its causes, effects, and mediators or moderators. Their study also, presented opportunities for future study and emphasize crucial challenges with relation to the existing status of green human resources management in service businesses. These peer-reviewed studies show a rising interest in and understanding of Green Human Resources Management, its significance in fostering sustainability, and the need for additional study and integration with conventional HRM practices.

### **Environmentally Conscious Training (Green Training)**

Green Training and development are practices that focus on development of employees' skills, knowledge, and attitudes, prevent deterioration of environmental management-related knowledge, skills, and attitudes (Zoogah, 2011). Green training particularly, educates employees about the value of Environmental Management, 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). 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. According to Gull and Idrees (2021), green training is crucial for environmentally conscious firms to achieve their objectives of resource efficiency in addition to furthering the cause of environmental conservation. It is imperative to teach personnel environmentally friendly skills so they can eventually adopt eco-efficient corporate practices. Activities included in green training specifically according to Xie, Zhu, and Qi (2020) include:

- i. Introducing eco-ideas, such as life-cycle assessment-based product design.
- ii. Providing instructions on how to use cleaner equipment, such as security checks and routine maintenance.
- iii. Sharing recycling knowledge, for instance, by utilizing standardized, simple-to-disassemble couplings between components to enable their reuse.
- iv. Introducing cutting-edge techniques for disposing of garbage, such as developing the classification of wastewater, waste residue, and waste gas

### **Environmentally conscious Performance Evaluation (Green Performance Evaluation)**

This is the process by which employees are prompted to enhance their professional skills that help to achieve the organizational goals and objectives in a better way (Faeni, 2024). The recognition of the corporate strategy culminates into the performance management. It also concentrates on use of environmental responsibilities. The performance review process is the most crucial part of performance evaluation. Effective performance reviews offer valuable input

to employees and encourage ongoing improvements in the firm's environmental outcomes in addition to satisfying the requirements of reliability, validity, and fairness (Okolie & Orhero, 2020). Most study demonstrates specific elements, such as delivering feedback during the green performance management process. Epstein and Roy (1997) in their study concluded that when HR managers integrate environmental performance into performance evaluation systems, they safeguard environment management against any damage. Today some firms deal with the issue of green performance appraisals by installing corporate-wide environmental performance standards, and green information systems/audits to gain useful data on environmental performance (Marcus & Fremeth, 2009). Issues involved in environmental performance appraisals concern the need for managers to be held accountable for environmental management performance in addition to wider performance objectives. They suggest that future research on green performance appraisal should focus upon issues such as environmental incidents, environmental responsibilities, communication of environmental policy, and green information system and audits. The job description should be aligned with green tasks and goals to be achieved. The HR staff should modify the performance appraisal rating system to include dimensions for rating people on the following behavioural and technical competencies: teamwork, collaboration, diversity, innovation, and environmental stewardship. Such competencies according to Ahmad (2015), would reinforce the company's core values (Liebowitz & Frank, 2010). Managers should discuss the performance of the employees and give the needed feedback not only during the scheduled time of appraisal, but also all-round the year. This practice will help the employees to enhance their knowledge, skills, and ability.

### **Concept of Organisational Effectiveness**

Although Organisational Effectiveness (OE) is the top priority for an organization, there are many different study perspectives on this term. The efficacy of an organization in attaining its goals is referred to as organizational effectiveness. Frederick Taylor's early 20th-century development of scientific management ideas is where the idea first emerged. The research on organizational performance also benefited greatly from the efforts of other academics including Max Weber and Elton Mayo. A lot of attention has been given in recent years to the role that organisational culture and leadership play in fostering effectiveness. Jerab and Mabrouk (2023) posit that to promote employee collaboration, leaders must build a good work atmosphere in the organisation. On the other hand, Bendak, Shikhli, Abdel-Rasak and Ardito (2020) contend that a focus on innovation and continual development is necessary for organisational effectiveness. According to Ama and Ahiauzu (2013), establishing organisational efficiency depends on good communication and employee involvement. Daiva and Danuta (2020) emphasize the value of HRM methods in promoting employee engagement and satisfaction, which in turn can improve organisational effectiveness. In a study on the antecedents and measures of organisational effectiveness. Dhoopar, Sihag, and Gupta (2023) submitted that the construct organisational effectiveness is complex. The study also stated Organisational effectiveness is influenced by individual, group, and organisational characteristics. Financial and non-financial measures are both significant and there are divergent methods used to measure organisational effectiveness.

### **Organisational Innovation**

In an organisation, it is "a process that involves the generation of new ideas or practices" (Moohammad, Nor'Aini & Kamal, 2014)). It also involves the idea that larger businesses have a higher propensity to practice innovation. Particularly, firms that survive in the rapidly evolving global system must overcome the difficulties posed by constantly advancing technology capabilities, critical in relation with new HRM practices to achieve innovative performances (Kutieshat & Farmanesh, 2022). Moreover, organizations are headed to adapting to new circumstances, innovating to obtain space in changes in the political-economic environment and investing essentially in human capital. HRM practices positively impact organisational innovations during both employee and organisational behaviour.

There are three types of innovation in organisations. Product, process and administrative innovation. Product innovation is a methodical process for developing new materials, products, and devices, including prototypes, by drawing on existing knowledge from research and practical experience. Process innovation is seen as a making of new interaction or improvement to existing cycle (Leonard and Waldman, 2007). Administrative innovation encompasses basic work activities within the organization that are directly related to management. It is viewed as performance derived from changes to organizational structure, administrative process, reward, and information system. According to administrative innovation necessitates the establishment of verifiable routines and procedures for product design, manufacturing, delivery, service, and support. Product innovation, process innovation, and administrative innovation can be considered the primary sources of competitive advantage because manufacturing firms operate in a highly complex environment based on internal operations efficiency and effectiveness.

### **Inclusive communication**

Inclusive communication in the workplace refers to communication that is all encompassing. It cuts across biases or sentiments from diversity. Including race, disability, sexual orientation etc. Kyretain (2020) suggested several ways of communicating inclusively in organisations to include the following: ask the person you are addressing if they have any questions and allow them time to formulate one if necessary; ask only one question at a time; point to things if necessary; reduce background noise; pointing and gesturing should be accepted and responded to; use interpreters where demanded; avoid yelling/exaggeration; allow the deaf/hard of hearing person access to lip reading and facial expressions; and avoid shouting or exaggerating pronunciation.

### **3.0 Empirical Review**

There are already existing studies that establish a connection between Green Human Resource Management and Organisational effectiveness. Merlin and Chen (2022) studied the Impact of green human resource management on organisational reputation and organisational attractiveness using the mediated-moderated model. The disparity arises from a growing worldwide concern for environmental sustainability, with various stakeholders—including suppliers, customers, the

government, and prospective and existing employees—monitoring businesses. With the help of a close ended questionnaire, the study obtained data through a web-based survey link administered to 331 employees in a hospitality organisation in Congo. The study adopted a partial least square structural equation modelling approach to run data analysis. Their findings revealed that GHRM had a strong impact on both organisational attractiveness and organisational reputation. An organizational reputation of green culture and personal environmental orientation strongly affected organisational attractiveness, while it positively and significantly mediated the relationship between GHRM and organisational attractiveness. Personal environmental orientation significantly moderated the link between GHRM and organisational attractiveness. The study could find no support for a positive moderating effect of green culture on the connection between GHRM and organisational attractiveness.

Chowdhury, Sanju and Asaduzzaman (2017), studied green HRM as a way of promoting corporate social responsibility (CSR), using the garment industry in Bangladesh as a case. The observed extremely poor CSR practices in Bangladesh's garment sector served as the impetus for the study, despite the fact that companies in the worldwide market are working to improve their CSR performance since it improves public perceptions. Since CSR requires some profit sacrifice, Bangladeshi garment companies are uninterested in it. It is a qualitative as well as descriptive study. Both primary and secondary sources were used to collect data. Primary data were collected through interviews and focus group discussion, while secondary data involved desk reviews of articles on Green HRM, CSR and Sustainability, reviews and business magazines, websites of different organisation practicing green HRM, books as reference. The findings of the study included that although the garment industry in Bangladesh had a poor practice of CSR, there was a strong correlation between green HRM, CSR and sustainability. It was also found out that stakeholder interests and an organisations obligation to the environment can be fostered by green HRM.

Al-Swidi, Gelaidan and Saleh (2021) examined the factors that influence green organizational culture and employees' green behaviour. The study was motivated by inadequate research on the determinants and consequences of employees' green behaviours in the face of organisational adoption of environmental protection initiatives and development of green strategies. Data from 614 workers in Qatar's public and commercial sectors were gathered using a quantitative research approach and analysed using the Partial Least Squares Structural Equations Modelling technique. The results validated how green organisational culture is impacted by environmental awareness, green human resource management, and green leadership behaviour. Also, it has been demonstrated that an organisation's environmental performance and its employees' green behaviour are significantly positively correlated with its green organisational culture. Significantly, green corporate culture also serves as a mediator between employees' environmental awareness, green human resource management, and green leadership behaviour.

In different study carried out by Afsar, Channa, Ahmed, Syed, Pahi and Ramayah (2022) on the relationship between green human resource management and an organisation's attractiveness to

current workers in the hospitality industry, the proposed associations were evaluated. Field data was gathered from 322 people working in the hotel industry during a temporally separated period (four time periods, separated by two months). Using the Smart PLS 3.0 software, data were analysed using the structural equation modelling approach. The findings imply that green human resource management techniques enhance organisational allure. The study discovered that green HRM has a significant impact on the green culture, environmental performance, company reputation, and organisational attractiveness. Environmental performance and organisational reputation were shown to play statistically significant mediating functions. Moreover, the direct link between green HRM and corporate attractiveness is sequentially mediated by environmental performance and organizational reputation. The moderation association, however, was not supported by any evidence that the study could locate.

Using the Ability-Motivation-Opportunity (AMO) theory as a framework, Gull and Idrees (2021), discussed the significance of integrating green training as a component of green management practices in organisational operations. It focused on how green competences affect the relationship between green training and organisational effectiveness. A quantitative and cross-sectional methodology was used in the investigation. The study included textile manufacturing companies that were ISO-14001 certified. Through purposeful sampling, the responses from 235 managerial-level workers were gathered and analysed. The study's conclusions show that green training is crucial for environmentally conscious firms to achieve their objectives of resource efficiency in addition to furthering the cause of environmental conservation. It is imperative to teach personnel environmentally friendly skills so they can eventually adopt eco-efficient corporate practices.

#### **4.0 Methodology**

This study adopted cross sectional research design. The choice of this method is based on the fact that the sample and data were collected at a particular point in time at the various units of the organization. The population of the study consists of 202 staff of five departments in Federal University Teaching Hospital Owerri namely: Departments of Obstetrics and Gynecology, Pediatrics, Surgery and Radiology. The choice of Federal University Teaching Hospital Owerri (FUTHO) is because it is a first grade teaching hospital in Nigeria that recently metamorphosed from a Federal Medical Centre to teaching hospital. The implication of this is that it harbours advanced facilities and equipment whose operations constantly interact with the environment. Also being a teaching hospital, it provides a robust environment to evaluate the impact of green training and green performance on organisational outcomes. Owerri was chosen for this study because of its urban nature and dense population. It is a metropolitan area in the South Nigeria that accommodates both private organizations and government ministries, agencies and parastatals and is already conscious of the need for environmental sustainability. The selected five departments are the major departments of the hospital that experience the highest degree of activities in terms of in and out-patients operations. In addition, these departments constitute the major teaching hub for student doctors and other health workers. They have high level of



medical training and patient interaction and are resource intensive requiring precise coordination. Their operations cannot also be successfully isolated from interactions with the environment.

The population under study consists of a mix of administrative staff working in the departments at the time of study, nursing staff, house officers and heads of departments in the medical institution. Both clinical and non-clinical senior staff were involved in the distribution as they are presumed to have an understanding and interpretation of policy, were the target population of the study. The sample size of 134 was determined from the population using Yaro Yamane’s formula. The sampling method adopted was purposive sampling techniques. This method allowed the researchers to identify the staff in these departments that are involved in the organisation’s environmental activism. A close-ended questionnaire was used to obtain information from the selected members of the five departments in the Federal University of Technology Owerri. A total of 134 questionnaires were distributed through google forms and 103 completed forms were returned given a response rate of 76.87%. Descriptive statistics (frequency and mean scores) were used in the analysis of research questions. The decision rule was a mean of 3.0 and above indicating acceptance while a mean below 3.0 indicated rejection of the question. Multiple regression was employed in testing the hypotheses. In testing hypotheses, the p-value less than 0.05 indicates rejection of the null hypothesis while p-value above 0.05 indicates acceptance of the null hypothesis.

**5.0 Data Presentation and Analysis**

**Figure 1: Demographic data of the respondents**

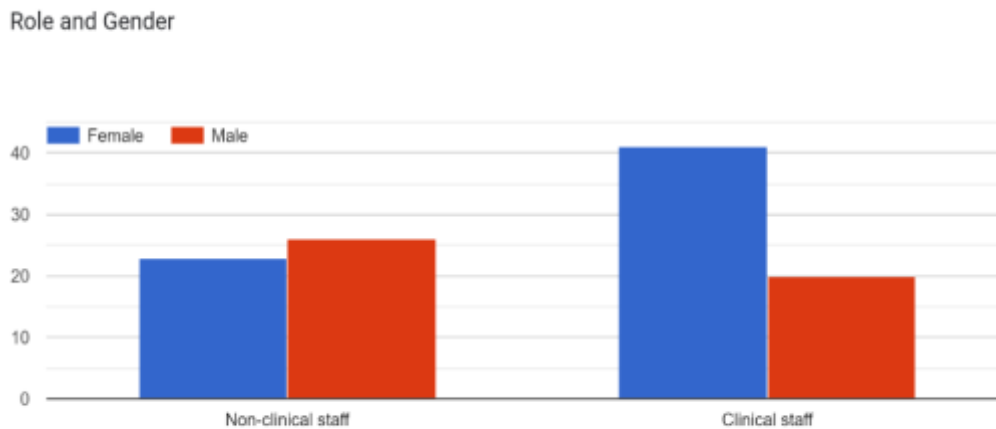
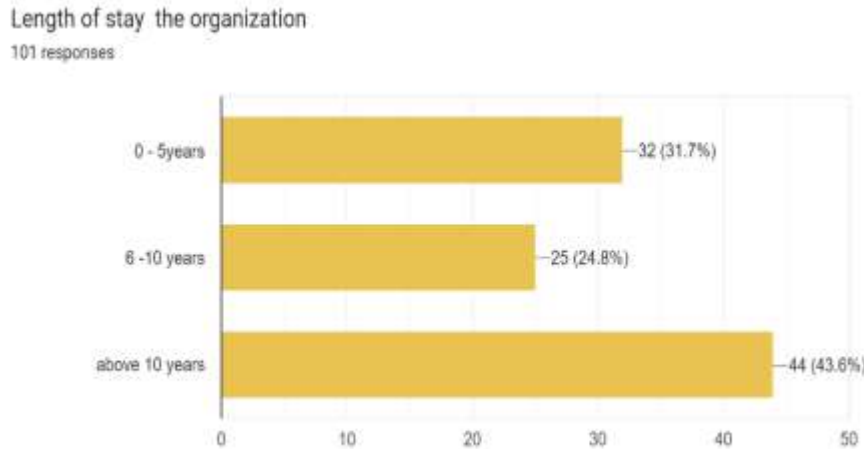


Figure 1 above shows the frequency distribution of the demographic data of the respondents in the sampled organization. Both Clinical and non-clinical staff responded thus: Non-clinical staff- Female 23, Male 26. Total 49. (48%) Clinical staff responded thus: Female 41, male 20. Total 61 (59.8%)

**Figure 4:2 Length of stay in the organisation**



From figure 2 above, it can be observed that 44 of the respondents had stayed above 10years in the organisation which translates to 43.6% of the responses, followed by 32 of the respondents who had worked with the organisation between a 0-5year period in years of service (31.7%). The least no of respondents were those who had stayed between 6-10years with the organisation. 25 in number constituting a percentage of 24.8%.

**Table 1: Responses of the Respondents on environmentally conscious training (n = 103)**

SN	Items	SA	A	U	SD	D	Mean	Remark
1	Your organization considers the need for environment sustainability, such as reducing paper works, using renewable energy from source like solar or wind instead of smoke emitting fuels (petrol, diesel, and wood) in their activities.	31	45	16	9	2	3.9	Accept
2	Environmental training is provided to employees to increase the awareness of their environmental responsibilities on the job	20	46	22	15	1	3.6	Accept
3	All trainings materials are available online for employees to reduce cost of paper	10	41	34	18	10	3.5	Accept
Grand mean							3.7	Accept

Source: Field Survey, 2023

Table 1 shows the responses on environmentally conscious training in the organization. Majority of the respondents indicated a positive response on the questions; “Your organisation considers the need for environmental sustainability,” with mean of 3.9. Also, the mean of 3.6 reveals that “Environmental training is provided to employees to increase the awareness of their environmental responsibilities on the job”. The respondents also accepted that “All trainings materials are available online for employees to reduce cost of paper” with mean of 3.5. In the same light, the mean indicates that the workers responded positively in agreement to the environmentally conscious training scale since the disagreement rate was low.

**Table 2: Responses of the Respondents on environmentally conscious performance evaluation (n = 103)**

SN	Items	SA	A	U	D	SD	Mean	Remark
4.	Employees know their specific green targets (i.e., environmental sustainability targets in minimizing emissions by reducing use of papers and fossil fuels) or goals and responsibilities	14	44	27	14	3	3.5	Accept
5.	Environmental behaviour/ targets and contribution to environmental management are assessed and included in the records of performance indicators/ appraisals.	10	40	29	20	3	3.3	Accept
6.	There is provision of regular feedback on teams/units/ developments to achieve their environmental goals/ targets	13	46	20	19	4	3.4	Accept
<b>Grand mean</b>							<b>3.4</b>	<b>Accept</b>

Source: Field Survey, 2023

Table 2 shows the responses on green environmentally conscious performance evaluation in the organization. All the questions were responded positively which gave an acceptance remark. The questions: “Employees know their specific green targets” showed acceptance with mean 3.5; “Environmental behaviour/ targets and contribution to environmental management are assessed and included in the records of performance indicators/ appraisals” also showed acceptance with mean 3.3. The item that stated that “there is provision of regular feedback on teams/units/ developments to achieve their environmental goals/ targets with a mean score of 3.4 was equally accepted. The mean indicates that the workers responded positively in agreement to the environmentally conscious performance scale since the disagreement rate was low.

**Table 3: Responses of the Respondents on Organisational Effectiveness (n = 103)**

SN	Items	SA	A	N	D	SD	Mean	Remark
1	The internal communication and collaboration processes within your unit/organization are inclusively efficient and effective	26	53	13	9	2	3.9	Accept
2	There are well defined review and approval processes for projects.	27	47	17	10	2	4.0	Accept
3	The training and development programmes prepare employees to perform their jobs effectively while maintaining Green HRM processes.	24	45	16	13	5	3.7	Accept
4	You receive helpful feedback on your performance and contributions including on green goals from your supervisors and colleagues.	20	40	21	18	4	3.5	Accept
<b>Grand Mean</b>							<b>3.8</b>	

Source: Field Survey, 2023

Table 3 above shows the responses of the respondents based on their perceptions on Organisational effectiveness. We have that the questions: the internal communication and collaboration processes within your unit/organisation are efficient and effective with mean of 3.9. There are well defined review and approval processes for projects” with mean of 4.0. “The training and development programmes prepare employees to perform their jobs effectively while maintaining Green HRM processes” with mean of 3.7 and “you receive helpful feedback on your performance and contributions including on green goals from your supervisors and colleagues.” With mean of this indicates that the workers responded positively in agreement to the Organizational effectiveness scale since the disagreement rate was low.

**Table 4: Regression for Environmentally Conscious Training (ECT) and Organizational Effectiveness (OE)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.568 <sup>a</sup>	.323	.316	.76291	.323	48.226	1	101	.000
a. Predictors: (Constant), ECT									
b. Dependent Variable: OE									

From the table above, we have that the  $R^2 = .323$ . This shows that 32% of the variability of Organizational Effectiveness (OE) can be accounted for by environmentally conscious training (ECT)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	1.443	.351		4.109	.000	.746	2.140					
ECT	2.402	.093	.568	6.945	.000	.460	.828	.568	.568	.568	1.000	1.000

a. Dependent Variable: OE

Table 5 shows the multiple regression analysis result for green training and organizational effectiveness. The result shows that the green training ( $\beta = 2.402$ ,  $p < 0.01$ ) showed a significant positive impact as the P value is less than 1%. Therefore, we accept the alternative hypothesis which states that environmentally conscious training has significant effect on organizational effectiveness.

**Table 6: Regression Score for environmentally conscious performance evaluation (ECPE) and Organisational effectiveness (OE)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.679 <sup>a</sup>	.461	.456	.68063	.461	86.486	1	101	.000

Predictors: (Constant), ECPE; Dependent Variable: OE

From the table above, we have that the  $R^2 = .461$ . This shows that 46% of the variability of Organizational Effectiveness (OE) can be accounted for by environmentally conscious performance evaluation (ECPE).

**Table 7: Regression score for environmentally conscious performance evaluation (ECPE) and organizational effectiveness (OE)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	1.562	.252		6.191	.000	1.062	2.063					
ECPA	.664	.071	.679	9.300	.000	.522	.806	.679	.679	.679	1.000	1.000

a. Dependent Variable: OE

The table shows the regression analysis result for environmentally conscious performance evaluation (ECPE) on organizational effectiveness. The result shows that the green performance evaluation ( $\beta = 0.644$ ,  $p < 0.01$ ) has a significant positive impact as the P value is less than 1%. Therefore, we accept the alternative hypothesis which states that environmentally conscious performance evaluation has no significant effect on organizational effectiveness.

## 6.0 Discussion

The findings emanating from this study shows that environmentally conscious training contributes to organizational effectiveness of Federal University Teaching Hospital Owerri (FUTHO). The regression analysis showed that environmentally conscious training contributes 32% of the variability in organisational effectiveness. Individual measures of environmentally conscious training was found to positively influence organisational effectiveness as can be seen in table 1. Although the result did not show a large percentage of the contribution of environmentally conscious training (32%) to organisational effectiveness (see table 4), but it nonetheless contributes to the overall effectiveness of Federal University Teaching Hospital Owerri. This finding agrees with the finding of Gull and Idrees (2021) that green training is crucial for environmentally conscious firms to achieve their objectives of resource efficiency. This finding also supports the findings of Edeh and Okwurume (2019); Bag and Gupta (2020) who found that green training and development have significant impact on organizational productivity, which is also part of the measures of organizational effectiveness. Environmental conscious training was also found by Deshpande and Srivastava (2023) as one of the influential practices of human resource development (HRD) which helps to develop the green behavior.

Environmental conscious performance evaluation is also found to have positive effect on the effectiveness of Federal University Teaching Hospital Owerri. Compared to Environmentally conscious training. Environmental conscious performance evaluation has higher percentage (46%) variability to organisational effectiveness. Individual measures of environmentally conscious performance evaluation (green targets, environmental behaviours, regular feedback on environmental goals/targets) were equally found to influence organisational effectiveness. This finding also reechoed the findings of Kuria and Mose (2019) which showed that environmentally conscious HR performance management and environmentally conscious training and development have positive and significant relationship with organizational effectiveness. This study found that environmentally conscious training and performance evaluation also recorded a positive and significant relationship with one of the key indicators of organizational effectiveness (inclusive communication) in Federal University Teaching Hospital Owerri, Nigeria.

## 7.0 Conclusion

In conclusion, this study has shown that green human resource practices such as environmental conscious training and environmental conscious performance evaluation are indicators of organizational effectiveness. That is, organisational effectiveness can be positively affected by the embrace of environmentally conscious training and performance evaluation. Therefore, it is

recommended that management should incorporate environmental management into the strategic goals of tertiary health care systems, from the stages of policy formation in the first place. Management and employees should be encouraged to improve inclusive communication processes by making feedback on green practices more regular to foster organisational effectiveness. In addition, the lacuna of extant research in this area (on how to accelerate implementation across both public and private industries) should be filled and research is encouraged to be tailored to specific industries.

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