



## **Exploring the Impact of Green Employee Training on Employee Performance: A Case Study of Nairobi City County Government, Kenya**

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# Exploring the Impact of Green Employee Training on Employee Performance: A Case Study of Nairobi City County Government, Kenya

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## Abstract

The aim of this study was to investigate the GHRM on Employee Performance in the department of HRM in the Nairobi City County Government. The study was a survey, which sought to make inquiries from the staff members of the department of HRM in the Nairobi City County Government on the Green HRM practices. In order to ensure that the objectives of the study are met, validity was tested by having objective questions included in the questionnaires to ensure that they measure the variables as required. The finding revealed that green employee training had a positive and significant effect on employee performance at the department of human resource management in the Nairobi City County Government ( $\beta = .367$ ,  $p = .000 < .05$ ). Based on the findings, the study concludes that green employee training has positive and significant effect on employee performance. Also, the type and quality of green employee training provided can have a significant impact on its effectiveness because training that is well-designed, relevant to the employee's job role, and delivered in an engaging and interactive way is more likely to result in improved employee performance. Investing in green employee training can be a cost-effective way to improve employee performance in Nairobi City County Government. By providing employees with the knowledge and skills to carry out their job roles in a more environmentally sustainable way, organizations can contribute to the achievement of sustainable development goals while also improving their own performance. The study thus recommends that the management of Nairobi City County should develop strategies and systems for green employee training activities that are more integrated in the Human Resources management system. Companies can create programs to motivate employees to have green environmental behavior at work.

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**Keywords:** *Green employee training, Employee performance, County Government, Human resource practices*

## 1.0 Background of the Study

Across the world, people have continued to show keen interest in enduring this earth as a beautiful place to live. As a result, sustainable efforts to preserve and conserve it, are being emphasized by environmentalists, researchers and governments. International conference on the issues such as international warming, environment adjustment and also carbon credit ratings have brought about particular treaties such as the Kyoto (1997); Bali (2007); Copenhagen (2009) and recently, the Paris Agreement 2016. Such treaties have actually characterized careful determination throughout the globe to this end. Additionally, the "Magna Carta" on Human Atmosphere was first declared by the United Nations (International) Conference on Human Atmosphere in June 1972, in Stockholm, which stated the demand to protect and also enhance human setting for existing and the future generations (Shaikh, 2010). This has become an important goal for mankind. In such conditions, the business world, is no longer ignoring such changes in the environment. Jackson et al (2011), argued that businesses should give due cognizance on this facet of their responsibility, or else, they lose their competitiveness. Essentially, the presence of life differentiates this world from the other celestial bodies. Pertinently, "Going Green" is of great importance for businesses than ever before.

To this end, organizations seek to include the new concept within the work culture, commonly referred "the Green Human Resource Management (GHRM)". According to Prasad (2013), GHRM is a contribution of human resource policies to protect and preserve the natural environment. This means that policies, techniques and systems, which look for to make workers in an organization environment-friendly for the advantage of the society, individuals, the natural surroundings along with organizations (Opatha and also Arulrajah, 2014). The writers even more thinks about four features viz, preservation, conservation, non-polluter and manufacturer, that makes a worker "Environment-friendly". Accordingly, the aim of Green HRM is to create, enhance as well as retain the environment-friendly understandings in each worker to give their ideal on these duties. Mathapati (2013), kept in mind that in Environment-friendly HRM, various human resource methods such as employment as well as choice, efficiency evaluation, settlement as well as training are created in a manner to develop a workforce which comprehends and also endorses green habits in the organization. Ahmad (2015), voiced that Green HRM, does not only consist of the mindfulness to ecological events, yet additionally stands for social and also economic wellness for both the company as well as its staff members in the wider outlook. It can be used to lower impacts and prices, boost efficiencies, as well as create green understanding among workers as well as initiate environment-friendly work life balance programs (Nijhawan, 2014).

The approaches to human resource management in the Western world is hugely Green HRM. The Green HRM is anchored on the policies and practices positioned and aligned to the Environment, HR, and the creation of employee engagement strategies are all included in this area to improve their performance. The European Union has created pressure for firms to position their environmental function within the HR, because of the belief that it has a critical role of not only improving performance but also having sound environmental strategies in place. The United States' firm's focus on Green HRM is hinged on holistic integration by developing non-financial controlling mechanism that encourages thorough and open documentation and collection of data.

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The firms in the developed countries are committed to sustainability agenda with the goal of improving their performance.

In Kenya, as of 2016, pollution was at an alarming and existed at 70.28 % (Numbeo, 2016). This is an indication that majority of the organization have little or no commitment on sustainability agenda on their efforts to improve performance. Taking cue from the extant literature, the proposed study is an endeavor to offer more insights on green employee training to improve performance of firms, specifically, the department of Human Resource Management in the Nairobi City County Government.

Nairobi is the capital city of Kenya and Nairobi County is among the Forty Seven counties in Kenya. While Nairobi County is the smallest, it is the most populated county in the country. The county was founded in the late 2013 and it presently has about seventeen parliamentary constituencies. The county headquarter is known as Nairobi City Hall. According to the recent studies by Kimemia (2015), Nairobi County generates about sixty percent (60 %) of Kenyan's wealth and it has a population of more than three million people. Currently, Nairobi has over 32,000 civil servants, with different socio-cultural backgrounds and top management of the county mostly require human resource management to enhance their effective operations.

Nairobi is regarded as a major commercial center in Kenya. This is because it has a well-developed infrastructure including modern financial systems and communication networks. The leading domestic and international industries are operating in Nairobi County. The county is the host to the largest industrial center and this accounts for more than 20 % of the country's GDP. The current population in Nairobi country is 4,735,000 (Kenya National Bureau of Statistics, 2020).

The main vision of Nairobi County is to be a choice to invest, work and live in. Although, the mission of Nairobi County is to offer affordable, accessible and a sustainable city, enhance community participation and tackle climate change. In their 2013-2018 Strategic Plan, the County is working towards the millennium development goals, the Vision 2030 and sustainable development goals (SDG) on green environment (SDG 7). Apart from the competition, decreasing resource supplies implies that the business environment continues to change. Effective response of the county government could involve rethinking of the old assumptions on its operations which could have worked well but could trap and immobilize the County's future. The Green Human Resource Management for improved performance in this County cannot be ignored.

The environmental initiative maintains its environmental goals throughout the HRM process throughout recruitment, employing as well as training, making up, creating as well as progressing human funding (Dutta, 2012). Human Resource Growth in a firm plays an essential function in development of sustainability culture (Harmon et al., 2010). HR processes have a duty in converting Environment-friendly human resources policy into method (Renwick, 2008); therefore, human funding and the administration are key to attaining EM goals (Hersey, 1998).

Employee green training involves the education and development programs that are designed to equip employees with the knowledge and skills to carry out their job roles in a more environmentally sustainable way (Agyabeng-Mensah, Baah & Afum, 2022). The training is typically focused on promoting sustainability practices such as energy conservation, waste reduction, and the use of eco-friendly products and services. The training can take various forms such as classroom-based sessions, on-the-job training, online courses, workshops, and seminars (Danirmala & Prajogo, 2022). The training is often tailored to the specific needs of the organization and the job roles of the employees.

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During the training, employees learn about the importance of sustainability, the potential impact of their job roles on the environment, and ways to minimize their environmental footprint. The training may cover topics such as sustainable resource management, green energy, recycling, and pollution prevention. In addition to the technical skills, employee green training may also focus on soft skills such as communication, collaboration, and teamwork (Danirmala & Prajogo, 2022). This is because promoting sustainability often requires a coordinated effort from all employees and departments within an organization. Tahir and Javed (2022) contend that employee green training aims to create a culture of sustainability within the organization by promoting awareness and encouraging behavior change among employees. It can contribute to the achievement of sustainable development goals while also improving the organization's performance and reputation.

Employee performance in this context is as a result of green practices and encompasses environmental concerns and policies of the firm to ensure sustained competitive advantage. It concerns use of environmental responsibilities to enhance performance. In their study, Epstein and Roy (1997), kept in mind that human resource managers incorporate ecological efficiency into performance monitoring systems which guard environmental management against damages. Today, some of the companies handle the problem of efficiency with installing business vast standards on ecological efficiency as well as Environment-friendly Information systems to get necessary information on environmental efficiency while aligning to the needs of the employees (Marcus & Fremeth, 2009). Effective performance appraisals on employees offer useful feedback and support for a continuous improvement on firm's environmental outcomes. Employee performance has become common in recent years as a result of globalization. Focus on employee performance is a unique approach which firms make use of or intend to use to improve their performance in the market (Collis and Montgomery, 2011). This study relies on strategic thinking, increased creativity, critical thinking and positioning as a way to measure employee performance.

### **1.1 Statement of the Problem**

Employee performance is a key component for any organization that seeks to thrive. It is projected that high employee performance would enhance organizational competitiveness and consequently, reliable as well as efficient service distribution necessary in achievement of Sustainable Growth Goals 2015 and Beyond, Jubilee Manifesto 2013, 17 as well as Kenya Vision 2030. Despite that, amid growing awareness on environmental sustainability, continues to experience changes which create urgency for reformed models of economic growth and development to enhance employee performance. The changes involve environmental movements from non-government-based organizations such as the Green Belt Movement, which forces the government to set ambitious targets about the environment and transnational collaboration. Most of the county governments in Kenya, have failed to adopt Green Human Resource Management as a way to enhance employee performance.

Studies undertaken locally and internationally on the use of Green Human Resource Management practices indicate that GHRM help firms enhance their performance in the market (Daily, Bishop, & Steiner, 2007; Mampra, 2013). Shaikh (2010), argued, GHRM encourages sustainable use of resources within the business enterprises as well as promotes the cause for environmentalism that better increases employee spirits and fulfillment that additionally drive efficiency. Recent research studies have actually connected GHRM to business efficiency (Gholami *et al.*, 2016; Li *et al.*, 2011; Paillé *et al.*, 2014). The findings showed that GHRM has actually shown importance to the

adoption of ecological methods as a vital goal of organizational functioning, making it vital to be related to personnel management. However, this study was based on the Asian market. Nonetheless, the recent surge on the research in this area, has not focused on how this new concept in management influences organizational outcomes, more so in the developing economies in Africa, Kenya, being unexceptional. There are only a few studies that have actually taken on the job of using existing human resource management practices and concepts to attend to greening in the organization's efficiency monitoring, while GHRM has actually developed that GHRM, require to include the crucial HRM administration features (Teixeira *et al.*, 2016). The facets of GHRM literature which can take advantage of extra research in this area include clarifying the relationship of this concept with organizational performance, more so in the education sector. This was the basis of the proposed study.

### **1.2 Research Objective**

To examine the influence of green employee training to employee performance in Nairobi City County Government, Kenya.

### **1.3 Research Question**

What is the influence of green employee training on employee performance in Nairobi City County Government, Kenya?

### **1.4 Significance of the study**

This study assessed Green human resource management on Employee performance in Nairobi City County Government, Kenya. The research findings may offer greater understandings of the current challenges on green human resource management in the county governments in Kenya and consequently offer practical solutions. Once the study may be done, suggestions may be forwarded on how best to manage green human resource. In turn this would see an organization creating an environment that is proud of green human resource management and this would help during promotions, hiring and even during training, with an organization that has green human resource management it would give them a competitive edge in their employee and organization performance.

Further, the study may be of great assistance to scholars in future since it may provide knowledge on green human resource management and organizational performance. The academia may have a comparison of the findings with future studies related to green human resource. Finally, this research may benefit policy makers in counties and national government in shaping policies on green human resource management in the County Governments.

### **2.1 Theoretical Framework**

The study was anchored on Human Capital Theory. According to Schultz's Human Capital Theory, which was first presented in 1961, a person's increase in regard within a group can contribute to even likely corporate efficiency. According to the philosophy of human resources, employees are seen as resources by a firm, not as a cost. According to Bontis (1998), human resources refers to the human aspect in a company's combined experience, talents, and capability that gives the firm its recognizable identity. The human funding concept emphasizes the value that individuals may provide to a company. This circumstance, according to Boxall (1996), "offers human capital limited adaptability." The company that employs human resources doesn't have them, hence they are an elusive supply. Regardless of the absence of official duty for funding, firms can and do pick

up from elevated degrees of environment-friendly representative training and also details on their employees via techniques like creation understanding business societies or jargon terms to make add-on. Additionally, human resources might be done away with nevertheless not completely utilized regularly as a result making it hard to view and also research accurately (Boxall, 1996).

Human funding is regularly partitioned right into courses, for instance, social capital, social resources, monetary funding, as well as characteristic resources. Human resources is created from various point of views. Monetary funding is routinely approximated by the ability to perform work which brings about a financial well worth. Instruction, work employee preparing, and attractive gifts are typically manners by which individuals increment their ability to acquire information and also produce greater incomes. Social funding and social resources allude to the links and also influence people add to society. Albeit social, social, and characteristic resources is very difficult to determine, comprehending their truth as well as worth is as yet fundamental. Each type of human resources is considerable, and also the blend of different kinds generate absolute human resources (Bontis, 1998).

This theory was lined to the employee resource of the company by giving sufficient training. Worker training belongs to human capital theory considering that the facility is the workers that may certainly be working in the organization. The theory even more highlighting on habits, expertise as well as individuality connects that can be linked straight to employee training. When staff members are properly educated they may be able to function to produce economic value as well as therefore improve efficiency.

## **2.2 Empirical Review**

Green training aims to raise awareness of environmental issues across the globe. It is a strategy for enhancing employees' abilities, understanding, and attitudes making human resources more effective in operations and business decision-makers. Green training adds value along the supply chain of human resource management by helping companies to become more sustainable; the use of the circular economy to address waste or reevaluating energy sources has a positive push towards environmental protection mindset (Bula and Makhamara, 2022)

Green training as well as growth supply education to employees on the worth of environment-friendly HRM, educating them on the functioning methods which save energy, decrease waste, scattered ecological awareness in the company and provide a possibility to engage staff members on setting problem solving (Zoogah, 2011). The green training and development activities, make staff members aware on the numerous aspects and also worth of setting administration. It is essential for them to accept the various methods of conservation consisting of waste monitoring in the organization. Furthermore, it hones worker skills to handle various issues of the setting. In a survey by Ramus (2002), regarding the very best management techniques, it was kept in mind that ecological training and education, along with establishment of desirable environmental culture for workers in which they really feel to be part of ecological end results, they were essential HRM processes which help with meeting environmental goals.

Green Human Resource Management (GHRM) strategies are required for the human capital at all firm levels for improvement, environmental performance and sustainability. Regardless of linked disciplines, such as politics, the general public, or business, interest in environmental issues has increased in the twenty-first century. Firms are not training their human capital in order to save on energy, reduce waste, and sensitize them on environmental issues in order to achieve a performing

and sustained firm. But rather that the human capital required to be all round when working in diverse fields ( Makhamara &Bula, 2022).

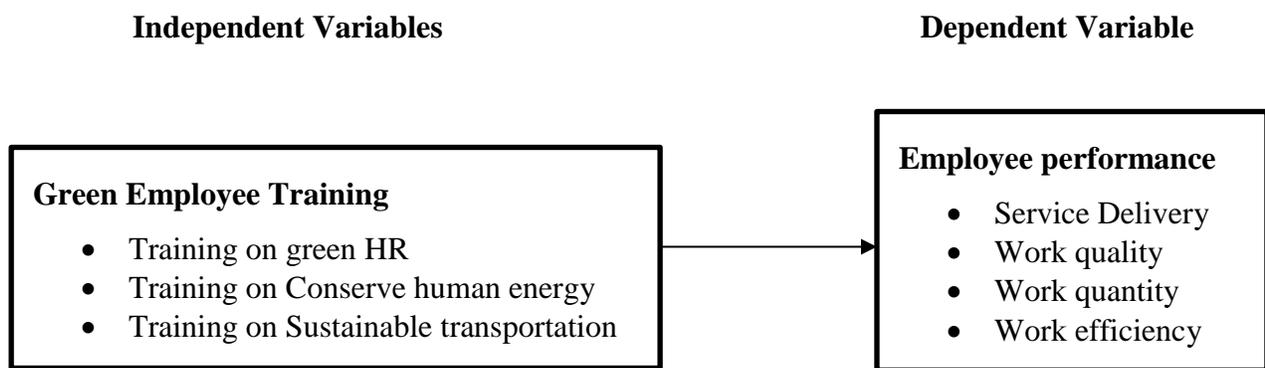
In the study by Liebowitz (2010), about the function of HR in conference sustainability culture, the writer noted that human resources division uses management advancement workshops to assist managers establish their "front wheel" soft, individuals’ abilities or behavior proficiencies, in the team job, diversity, adjustment management as well as partnership (p. 3). More study which facilitates green training and also allows organizations to establish environment-friendly managers who readily can indulge and also advertise sustainability in the process could be essentially essential. In conclusion, we envisage the requirement for the hour as organizations require to train their workers on the very best practices around environment-friendly efforts. Besides, sustainable training and employee education need to adept in educating customers on the advantages of eco-friendly and buying green products as a way to enhance performance.

Cherian and Jacob (2012) in searching the links between green human resource management and performance, recommended that profession advancement programs show a true interest rate of the organization for the development of its workers, which, ultimately, enhances dedication as well as commitment, which, subsequently, increases employees performance and as a result financial output.

Ahmad (2015) examined the production market in Spain as well as found that green training, are one of the most significant forecasters of operational efficiency Dumont Shen and Deng (2017) explored the relationships between UK firms' eco-friendly training and also corporate efficiency as well as suggested that reduced levels of green employee training are negatively correlated with company performance.

**2.3 Conceptual Framework**

In this study the independent variable was green employee training, while the dependent variable was employee performance. Figure 1 shows the conceptual framework which is the diagrammatical representation of the link between the independent variables and the dependent variable.



**Figure 1: Conceptual Framework**

**Source: Researcher (2022)**

### 3.0 Research Methodology

The research design was a survey, which sought to make inquiries from the staff members of the department of Human Resource Management in the Nairobi City County Government on the Green HRM practices. Kothari (2004) noted that a survey design is better in checking out social concerns; because, it permits the researcher to gather original information for a people that allows to observe directly.

The target population in this study comprised of the staff members in the department of Human Resource Management in the Nairobi City County Government. The study population hence was made up of the middle grade employees (Grades A – F). The population size for this category is 1318 (Nairobi City County Establishment Plan, 2020).

Because of the time and resource constraints, this study was restricted to the non-teaching staff only. This limitation was occasioned by the fact that this was an academic study, which was to be completed within a specific period of time and dictating that the sample is drawn from the accessible population only (county staff with a target population of 1318).

**$n_f = n/1+n/N$  Where:**

Using the above formula sample size is calculated as follows:

$$N_f = 384/1+384/1318 = 384.3 = 384 \text{ members}$$

The instruments of data collection was structured questionnaire which was used to collect primary data on green human resource management practices and employee performance. Primary data was collected using self-administered questionnaires. Structured questionnaires was the method made use of by the scientist to acquire the details called for, it was in Likert range format. Availability of a huge population size, indicated it was smart for the scientist to make use of surveys so as to reach a larger variety of the population (Zikmund, Babin, Carr & Griffin, 2011). Pre-testing of the questionnaires was done to establish the reliability and validity of the instruments before the actual data collection. Piloting enhances the reliability of the data collection process and so ensures consistency in the repeat measurements (Kothari, 2010). This was essential to improve the accuracy of collected data. Mugenda & Mugenda (2003), views 1 – 10 % of the sample is appropriate for pretesting.

Quantitative information was assessed using descriptive data such as use of mean thing score and inferential statistics analyzed mathematical information with the aid of SPSS. Descriptive statistics was important to recognize the fundamental characteristics of the research as well as inferential statistics included use of chi square for hypothesis screening at 5 % degree of significance. The interval scale provided a way to gauge the socio-economic functions of the individuals on an array so regarding quantify the difference on the values of action. These consisted of step of the age as well as additionally sex of the respondents. The relationship of various variables was explored by determining the degree of payment of eco-friendly HRM methods to the staff member efficiency. This formed the basis of suggestions of the study. The linear regression model adopted was as shown below:

$$Y = \beta_0 + \beta X + \epsilon$$

Where:

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Y Employee performance,

X Green training and development,

It was important for the researcher to put in mind the ethical consideration during the research. The college of human resources facilitated with the clearance to the research. Confidentiality of the respondents was assured as well as anonymity giving the feeling of being calm during the data collection exercise.

#### **4.0 Findings and Discussion**

In this study, a total of 384 questionnaires were administered to the 384 sample respondent. Out of the 384 administered questionnaires, 322 questionnaires were dully filled and returned translating into a response rate of 83.9% which was considered to be appropriate. It was a challenge to get back all the questionnaires because some of the respondents claimed to be busy due to the nature of their work. The returned questionnaires were used for data analysis. According to Bailey, Singarayer and Rhodes (2000) a response rate of 50% and above is adequate, while if a response rate is more than 70% is considered very good. Therefore, since the response rate for this study was 86.8% it was adequate for analysis.

Demographic results revealed that most (53.10%) of the respondents were male, while (46.9%) were female, most (28.3%) of the staff indicated that they had been working with the county for a period of between 1-5 years, 25.2% indicated a period of less than one year, while 23.9% had worked in the county' human resource department for a period of at least 10 years. The study also established that 22.7% of the staff had worked in the county for a period of between 6 and 10 years. Additionally, majority of the respondents (27.3%) indicated that they were holders of certificates and the same number had post graduate qualification as the highest academic qualification. The study also found that 25.2% of the respondents were undergraduate degree holders, while 20.2% had O-level as their highest level of education. The results regarding level of education imply that the staff of the department of Human resource at the county government of Nairobi is composed of staff of varied academic qualifications.

#### **4.1 Descriptive Analysis**

Descriptive statistics are used to depict the features of the data in a study. This is because they provide simple summaries about the sample and the measures. Descriptive analysis simply forms the basis of every quantitative analysis of data and includes the mean and standard deviation (Trochim & Donnelly, 2001). The study examined the influence of green employee training to employee performance in Nairobi City County Government, Kenya.

**Table 1: Descriptive Analysis on Green Employee Training**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Employees are offered continuous training on green HR.	5.00%	3.70%	4.00%	37.30%	50.00%	4.24	1.04
The county is fully involved in the process of equipping employees with working approaches that ensure adequate resource utilization.	3.70%	5.90%	3.40%	28.00%	59.00%	4.33	1.05
Employees are trained on greater recycling of bottles and cans, greater recycling of paper, more telecommuting and lowered utility consumption.	6.20%	4.30%	1.20%	26.40%	61.80%	4.33	1.12
Employees of the county are trained on conserve human energy.	7.50%	5.00%	3.40%	23.00%	61.20%	4.25	1.21
The management regularly sponsors targeted training in green initiatives of new hires and refreshers for existing employees.	5.00%	4.30%	1.20%	21.70%	67.70%	4.43	1.06
The county shares the Vision before employees can implement green strategies, it helps if they understand how their choices affect county costs and the environment.	6.80%	5.30%	3.40%	20.20%	64.30%	4.30	1.19
Employees of the county are trained on sustainable transportation.	6.50%	4.00%	3.10%	29.80%	56.50%	4.26	1.13
All the employees of the County are trained on net-zero waste, reducing carbon footprint and simply keeping up with leaders.	6.80%	4.70%	8.40%	41.00%	39.10%	4.01	1.13
The County trains employees on the need to use fuel-efficient cars that helps in reducing pollution and smog.	7.10%	8.10%	8.40%	37.90%	38.50%	3.93	1.20

The results in Table 1 on green employee training indicated that most of the respondents (87.3%) were in agreement that employees were being offered continuous training on green HR, majority (87%) also agreed that the county is fully involved in the process of equipping employees with working approaches that ensure adequate resource utilization. Additionally, most (88.2%) were convinced that employees in the HR department in Nairobi City County were being trained on

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greater recycling of bottles and cans, greater recycling of paper, more telecommuting and lowered utility consumption, 99.4% also agreed that the management was regularly sponsoring targeted training in green initiatives of new hires and refreshers for existing employees.

The descriptive results also revealed that majority (84.5%) were in agreement that the county of Nairobi management shares the Vision before employees can implement green strategies, it helps if they understand how their choices affect county costs and the environment, most of the respondents (86.3%) also agreed that employees of the county of Nairobi were being trained on sustainable transportation, while another majority (80.1%) were in support of the statement that all the employees of the County of Nairobi were receiving training on net-zero waste, reducing carbon footprint and simply keeping up with leaders. Similarly, most (86.4%) of the respondents agreed that the County of Nairobi was training employees on the need to use fuel-efficient cars that helps in reducing pollution and smog. The responses are backed up by the assertions by Zoogah (2011) that the green training and development activities make staff members aware on the numerous aspects and also worth of setting administration. It is essential for them to accept the various methods of conservation consisting of waste monitoring in the organization.

The study's dependent variable was employee performance. Table 2 shows descriptive analysis results on employee performance.

**Table 2: Descriptive Analysis on Employee Performance**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. dev.
Service delivery among employees has improved.	0.00%	10.90%	24.70%	32.50%	31.90%	3.85	0.99
There has been an improvement in work quality.	5.60%	6.60%	22.50%	30.30%	35.00%	3.83	1.15
Work quantity has been on the rise within the county as employees provide value to the county every day.	2.90%	4.80%	22.00%	27.70%	42.70%	4.03	1.05
There has been improvement in work efficiency among the employees.	2.80%	6.60%	19.70%	26.90%	44.10%	4.03	1.08
The output per employee has improved significantly over the past five years.	4.00%	2.20%	23.30%	28.90%	41.60%	4.02	1.05
All the employees are able to complete tasks within the scheduled time period and with perfection.	2.80%	5.60%	12.70%	34.80%	44.10%	4.12	1.02
The employees of the county always strive to achieve the set targets.	4.40%	3.40%	15.60%	28.70%	47.80%	4.12	1.07
All the employees work in strict adherence to county values.	2.50%	5.60%	12.90%	32.60%	46.40%	4.15	1.01
The level of responsiveness to feedback has improved among the county employees.	2.20%	4.00%	12.10%	30.70%	50.90%	4.24	0.97

Based on the descriptive analysis results in Table 2, majority of the respondents (64.4%) were in agreement that service delivery among employees had improved in the county, 65.3% agreed that there had been an improvement in work quality, whereas 70.4% of the respondents agreed that work quantity had been on the rise within the county as employees provide value to the county every day. In addition, most (71%) of the study participants agreed that there had been improvement in work efficiency among the employees, 70.5% agreed that the output per employee in the department had improved significantly over the past five years, whereas most (78.9%) supported the fact that all the employees in the county were able to complete tasks within the scheduled time period and with perfection.

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Similarly, most of the respondents (76.5%) were positive that the employees of the county were always striving to achieve the set targets. Similarly, most of the respondents (79%) were in agreement with the statement that all the employees in the county were working in strict adherence to county values. Finally it is evident that the level of responsiveness to feedback in the county of Nairobi had improved among the county employees a claim supported by most of the respondents (81.6%). According to Marcus and Fremeth (2009), today some of the companies handle the problem of efficiency with installing business vast standards on ecological efficiency as well as Environment-friendly Information systems to get necessary information on environmental efficiency while aligning to the needs of the employees. Effective performance appraisals on employees offer useful feedback and support for a continuous improvement on firm's environmental outcomes.

#### 4.2 Correlation Analysis

Correlation analysis is a statistical method used to evaluate the strength of the relationship between two quantitative variables. A high correlation means that two or more variables have a strong relationship with each other, while a weak correlation means that the variables are hardly related. In this study, correlation analysis was conducted to ascertain the association between green employee training and Employee Performance in the department of Human Resource Management in the Nairobi City County Government. Correlation coefficient was computed and used to test whether there existed interdependency between independent variables and also whether the independent variables were associated to the dependent variable. The results for the correlation in the study are as presented on Table 3.

**Table 3: Correlation Matrix**

		Employee performance	Green employee training
Employee performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Green employee training	Pearson Correlation	.628**	1.000
	Sig. (2-tailed)	0.000	

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

As depicted in Table 3 there was a strong positive and significant association between green employee training and employee performance at the department of human resource management in the Nairobi City County Government ( $r=0.628$ ,  $p<0.05$ ) at 5% level of significance. This implies that an improvement in green employee training is likely to have an improvement in employee performance in the department. The results are consistent with the assertions by Ramus (2002) regarding the very best management techniques, it was acknowledged that ecological training and education, along with establishment of desirable environmental culture for workers in which they really feel to be part of ecological end results, they were essential HRM processes which help with meeting environmental goals.

#### 4.3 Regression Analysis

The findings revealed that green employee training had a positive and significant effect on employee performance at the department of human resource management in the Nairobi City County Government ( $\beta =.367$ ,  $p=.000<.05$ ). This was supported by a calculated t-statistic of 7.183

that was greater than the critical t-statistic of 1.96 further confirming the significance. The result implies that, a unit improvement in green employee training can lead to an improvement in employee performance at the department of human resource management in the Nairobi City County Government by 0.367 units. This is contrary to the findings of a study by Dumont, Shen and Deng (2017) which explored the relationships between UK firms' green employee training and organizational performance and found that reduced levels of green employee training were negatively correlated with company performance.

## 5.0 Conclusions

The study concludes that green employee training has positive and significant effect on employee performance. Employees exposed to greening abilities and training reduce waste and reuse materials, enhance the organization's image, attract and retain green customers, and reduce adverse environmental effects to better financial performance. Green employee training involves reducing wastes, efficient and effective resource utilization, conservation and preservation of energy and curtailing acts of environmental debasement. It is also important to note that green employee training promotes employee career growth via employee performance. Green training has more positive impact on employees with low hindrance stressors; green training has more positive impact on employees with high self-efficacy, developing a dual-stage moderated mediation framework for adopting green training.

## 6.0 Recommendations

Based on the findings and the study conclusions, it is recommended that the management of Nairobi City County should develop strategies and systems for Green employee training that are more integrated in the Human Resources management system. Companies can create programs to motivate employees to have green environmental behavior at work. The study also recommends that the county of Nairobi should provide green employee training to improve the quality of the work of its employees.

The study also recommends that the county government of Nairobi City should raise awareness on the importance of green responsibility and consequently help in lobbying to provide incentives for the employees to pursue these types of practices, such as training exemptions on green funds and promoting legislation regulating corporations' activities. This is because the adoption of the following recommendations helps to enhance the position of the county regarding green employee training responsibility to subsequently reap all the aforementioned benefits.

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