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EFFECTS OF GREEN TRAINING ON PERFORMANCE OF MICROFINANCE FIRMS IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT

The explicit objective of this study was to assess the effects of green training on performance of microfinance firms in Nairobi city county, Kenya. Positivism research philosophy, descriptive and explanatory research approach were used as it aimed to ascertain cause-and effect relationships between the study variables. The target audience comprised of the 13 MFIs in Nairobi city County, Kenya that are licensed by the CBK. Thus, the 13 MFIs in Kenya also formed the unit of analysis of the research while the unit of observation consisted of the senior-level, middle-level and junior-level employees in the 13 microfinance banks. The research employed Yamane formula and stratified random sampling technique to determine a sample size of 369 staff. The research data was obtained utilizing structured questionnaire which contained closed ended questions. The researcher performed a pilot study to assess the validity and reliability of the research questionnaire. The actual quantitative data that was gathered from the 369 employees was cleaned, edited, categorized, coded and analyzed through SPSS version 27 statistical software ready for analysis. The descriptive statistics comprised of percentages, means and standard deviation whereas inferential statistics consisted of correlation and regression analysis. Additionally, the study results were displayed in tables, charts and graphs since they are easily accessible and easy to interpret. Based on the regression analysis, the research discovered that green training had a substantial effect on organization performance. The research recommended that microfinance institutions in Nairobi City County in Kenya should be consistent in offering training programs that help employees improve their skills in environmental practices.

Key Words: *E-learning, Skill Development, Green Induction, Environmental Awareness*

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INTRODUCTION

Performance within an institution has been measured differently by various scholars and theorists (Ashraf & Kadir, 2012). These authors indicated that public and private sector organizations can assess success by various approaches, contingent upon the goal of the measurement, the products or services offered, the customers, and the data at hand (Mahadevan, 2007). Richard, et al (2009) assert that organizational success can be quantified through three distinct firm success: financial success (quality, profit, resource application, and novelty); product market success (sales, market base, and earnings); and overall return on investment. AlDamoe (2012) asserted that organizational effectiveness is reflected in productivity, personnel efficiency, job happiness, market positioning, and innovativeness.

Financial institutions internationally are well-known for their crucial role in promoting fiscal inclusion and economic expansion. As these institutions continue to grow and expand their operations, there is an increasing acknowledgment of the necessity to include environmental sustainability factors into company policies (Singh & Misra, 2021). Environmental sustainability has been in the recent past a global concern due to a convergence of factors, including heightened consciousness of climate change impacts, regulatory pressures, and shifting consumer preferences (Ghosh, 2021). In addition, the escalating incidence and severity of severe weather associated with climate change has highlighted the imperative for firms to adapt and mitigate their ecological footprint. Moreover, governments and regulatory bodies worldwide have also intervened and implemented stricter environmental regulations and disclosure requirements which mandate transparency and accountability towards environmental sustainability (Bruhl, 2021).

The Balanced Scorecard concept postulated by Kaplan and Norton (2001) posits that organizational performance should be assessed through four principal viewpoints: monetary, customer, internal procedures, and learning and growth. This tactic promotes a comprehensive appraisal that incorporates financial metrics alongside non-financial indicators, including internal business processes, operational efficiency, organizational competencies and culture, and customer happiness. The Balanced Scorecard offers a holistic perspective on organizational achievement by assessing performance across various dimensions, hence informing strategic decision-making to attain long-term goals (Dahal, Ghimire & Rai, 2022).

Moreover, Anwar and Abdullah (2021) study validates employee performance as a key indicator of organizational performance influenced by HRM practices. Employees' performance directly influences productivity, efficiency, and the quality of goods or services delivered to satisfy consumer requirements. Motivated and well-trained personnel are more inclined to innovate, foster a great work culture, and maintain loyalty to the firm. Consequently, employee performance drives financial performance, with high-performing employees contributing to increased revenue and profitability. Through investment in recruitment, training, performance management, and staff engagement activities, firms may develop a high-performing staff that fosters sustainable development and competitive edge in the current dynamic business environment (Barinua & Akpan, 2022).

According to Ghosh (2021), organizations that implement GHRM practices simultaneously prioritize enhancing operational efficiency through resource optimization, waste reduction, and the minimization of environmental impact. They can engage in initiatives such as eco-friendly procurement, energy conservation programs, and waste reduction strategies, aimed at streamlining their operations, lower costs, and enhance resource efficiency. Additionally, they can provide environmentally friendly training courses to educate employees on environmental concerns, sustainable practices, and the organization's environmental goals (Amjad et al., 2021).For instance, financial institutions like FINCA International has implemented such GHRM initiatives, including employee training on sustainability, promoting energy efficiency in its facilities, and offering incentives for green commuting. This was aimed to reduce the bank's environmental footprint while engaging employees in sustainability efforts. Environmental responsibility also bolstered the bank's

brand and drew in socially concerned clientele and investors, and fostered employee loyalty and productivity (Zafar, 2023).

Microfinance banks provide a range of financial services and products, including insurance, loans, savings accounts, and financial literacy education. To successfully reach isolated and rural populations, they also make use of cutting-edge technology like agent banking and mobile banking (Ndirangu & Kimani, 2022).Additionally, in the recent years MFBs have expanded their focus beyond traditional microcredit to include other financial services, such as micro insurance, agricultural finance, and renewable energy financing. They also serve a crucial function in supporting community-based initiatives, promoting environmental sustainability, and empowering vulnerable groups through targeted programs and partnerships (Mandago, 2019). According to Ahmed (2021), engaging in such initiatives has enabled these banks to address some of the diverse and evolving needs of their customers and cater for a more extensive client base.

Statement of the Problem

The success of Kenyan microfinance sector has been characterized by rapid growth and increasing competition, with many microfinance institutions seeking to expand their outreach and product offerings to underserved populations, especially in rural areas. Nevertheless, drawbacks such as high operating costs, restricted access to funding, governance issues, and competition from other financial institutions have impacted the performance of some microfinance banks (Mwiti, 2022). In addition, environmental conservation practices have increasingly become part of the discourse surrounding organizational performance, with participants stressing how crucial it is to integrate sustainable practices into microfinance operations (Anyona, 2023). This has resulted to a dual challenge among microfinance firms as strive to align their strategic objectives with achieving financial sustainability while also contributing to environmental conservation. Prioritizing financial objectives over environmental concerns has led to short-term gains but undermined the long-term sustainability of some microfinance banks. For instance, Mukuru and Thuo (2023) outlined that majority of the small tier microfinance banks have neglected environmental considerations due to resource constraints and this has resulted in increased operational costs, reputational damage, and regulatory risks over time.

Moreover, failure to adopt environmentally sustainable practices has hindered the ability of some microfinance banks to access funding, attract investment, and compete in the market. For example, implementing of the GHRM practices in the HR strategies can enable these banks to attract top-talent employees who are more innovative and compete to improve the banks' performance. In addition, it also influences these banks' relations with their customer base, notably clients and financiers, who hope to demonstrate their dedication to corporate social responsibility and sustainability. Ignoring these expectations significantly contribute to eroding of trust and credibility, potentially leading to decreased client retention, reduced investor confidence, and reputational harm resilience (Kapukha & Makau, 2023).

Furthermore, a study by Ayiemba (2022) revealed that the challenge of resource constraints has resulted in lack of adequate training programs on environmental awareness and education of GHRM practices among employees. Thus, most employees fail to understand the importance of sustainability and the know how to incorporate green principles and eco-friendly practices into their daily work routines. These programs and avenues, according to Gichuhi (2022) have also created better opportunities for employee involvement and engagement in green projects or participating in decision-making processes linked to environmental conservation. This in return impact their morale, job satisfaction, and overall motivation, employee productivity and turnover rates.

Further, existing research on GHR and organizational performance have been done globally, but there is a notable knowledge gap on related studies conducted in Kenya and particularly in microfinance firms in Kenya. Studies by Mandago (2019); Amjad et al (2021); Towett, Sang and Kingori (2022) and Khaskhely et al (2022) focused on green HR practices and their effect on organizational and environmental sustainability but

on other firms including state corporations, manufacturing firms and tea factories instead of microfinance firms. In addition, an analysis by Mwiti (2022) explored the influence of internal organizational elements on the profitability of MFBs in Nairobi City County, Kenya. This study assessed the effects of green training on performance of microfinance firms in Nairobi city county, Kenya.

Research Objective

The research assessed the effects of green training on performance of microfinance firms in Nairobi city county, Kenya. The research tested the subsequent null hypothesis:

- H_0: Green training has insignificant effects on performance of MFIs in Nairobi city county, Kenya.

LITERATURE REVIEW

Resource-Based View (RBV) Theory

Penrose (1959) was the initially to propose this notion. Later, a number of scholars, such as Wernerfelt (1984) and Barney (1991), have significantly advanced this theory (Miller, 2019). This idea of strategic management highlights a company's internal resources and competencies as the cornerstones of long-term success and competitive advantage (Greve, 2021). It asserts that firms can attain exceptional performance by utilizing their unique resources and competencies that are valuable, rare, inimitable, and non-substitutable. These resources differ in nature, amount, and strategic significance. They may be either material or intangible, encompassing physical assets, human capital, organizational culture, or technology expertise. It also assumes that resources and capabilities are not mobile or transferable across firms in the short term, leading to heterogeneity in competitive outcomes. This immobility creates opportunities for firms to develop and exploit their unique resources for competitive advantage and sustain their position in the marketplace over time (Davis & DeWitt, 2021).

A firm's competencies and resources are interrelated and reinforce one another, according to Barney (1991), which creates synergistic effects that boost organizational performance. The main objective of strategic management, according to Barney et al. (2021), is to generate value for clients, investors, and other stakeholders by making efficient use of internal resources and competencies. This can be accomplished by cultivating and utilizing assets and expertise that are precious, exceptional, inimitable, and non-substitutable. Furthermore, firms must consistently modify and enhance their resource base to address alterations in the external environment and sustain their competitive edge over time (Freeman, Dmytriyev & Phillips, 2021).

On the other hand, few researchers (Zahra; 2021; Arbelo, Arbelo-Pérez & Pérez-Gómez, 2021) have criticized this theory, mainly arguing that it tends to focus on internal factors while disregarding the influence of external aspects, like industry dynamics, market conditions, and competitive forces, in shaping organizational performance. It also provides descriptive rather than prescriptive guidance, rendering it challenging for managers to implement the theory in practice and develop actionable strategies for competitive edge. Despite these criticisms, the RBV theory has been extensively utilized in empirical research across several industries and contexts to explore the correlation between internal resources and organizational success. The results of Hassan's (2022) research on HRM practices and staff retention aligned with RBV principles, emphasizing the significance of valued and inimitable human resources in securing competitive edge and retaining personnel. Singh and Misra (2021) researched the connection between CSR activities and firm success, revealing that companies that strategically utilize CSR programs as important and unique resources tend to attain superior financial outcomes. This corresponds with the RBV theory's stresses on utilizing internal resources to achieve a competitive edge.

In this research context, the theory is essential as it substantiates the correlation between internal resources and organizational success. The internal resource analyzed is GHRM practices, seen as precious, rare, distinctive, and non-substitutable resources that enhance organizational efficiency. By utilizing these GHRM

practices, Kenyan MFBs can distinguish themselves from competitors, attract environmentally aware consumers and investors, and attain a lasting competitive edge in the market. This also distinctly stresses the element of organizational competitiveness within microfinance institutions in Kenya. Additionally, the RBV accentuates the significance of dynamic capabilities in addressing external environmental changes, indicating that microfinance banks must perpetually adapt and innovate their green training practices to sustain competitiveness amid evolving environmental obstacles and regulatory mandates.

Empirical Literature Review

Green Training and Performance

Nisar e*t.al* (2021) study investigated on how GHRM practices influence the environmental success of eco-friendly Malaysian hotels. The research targeted employees in the green hotels where a sample of 374 employees was obtained and they agreed to respond to the survey questionnaires. The data gathered underwent analysis utilizing PLS-SEM. The results indicated that green training and development and green discipline management were good predictors of green intellectual capital, which in turn positively contributes to pro-environmental behavior. In addition, the assessed GHRM practices had an indirect impact on environmental success of Malaysian green hotels. The research utilized descriptive and explanatory research design utilizing a semi structured questionnaire to find out how green training affect Kenyan MFIs performance.

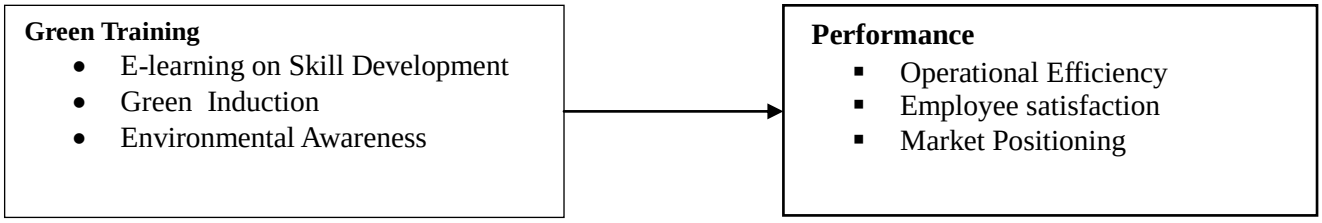
Phina, Chike and Anene (2022) study examined the impacts of training and development, staff compensation on staff retention in MFBs in Anambra state, Nigeria. The study was underpinned on Herzberg Two-Factor theory and it utilized a survey research approach. It also used the census method to select 398 employees who also responded to the administered questionnaires. The regression analysis demonstrated that training and development had a favorable and statistically substantial effect on staff retention. Staff remuneration was determined to have a beneficial and substantial effects on staff retention. This research creates a conceptual gap since it dependent variable was staff retention whereas the current study is examining organizational performance which is a broader aspect than employee retention.

Abdikarim (2019) researched the influence of employee training (particularly exploring on-the-job training and off-the-job training polices) on firm success of selected financial institutions in Mogadishu, Somalia. The research was based on human capital theory and expectation theory. This research obtained data from 218 staff utilizing questionnaires, which were examined by descriptive and inferential statistics. The results suggested that both on-the-job and off-the-job training positively and significantly influenced company efficiency, of Kenyan financial institutions. The research advised that financial institutions perform Training Needs Assessments across all managerial departments to offer training and workshop opportunities for staff, thereby augmenting their knowledge and skills in response to continual innovations. There is a methodological gap as the research area was limited to selected commercial banks in a specific jurisdiction which was Mogadishu while the current study will diverse its jurisdiction to cater for all microfinance banks in Kenya.

Bozo and Chilibasi (2019) conducted a case study that sought to ascertain the link between green skills training and job placement in TVET in Mombasa. The research draws upon theories pertaining to green growth and sustainable development. The research applied a case study research design and the targeted sample comprised of 80 lecturers out of the total 116 lecturers. It also obtained both source and secondary data. The results demonstrated that individuals who receive green skills training are more inclined to secure employment in environmentally sustainable sectors or industries. The study also found that high-quality training programs led to better job placement rates compared to lower-quality programs, implying that green skills training has a significant effects on job placement. As a result, the research concluded that there is a necessity to augment green capabilities for the green economy, emphasizing that TVETs should prioritize green skills education and training across majority of its technical courses. However Bozo and Chilibasi (2019) adopted a case study of TVET institutions in Mombasa where the aim for green skills training was for

job placement whereas in the current study's objective is to understand its influence on organizational success of Kenyan MFI.

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework
Researcher 2025

METHODOLOGY

This research utilized descriptive and explanatory research approach. The researcher also employed the holistic research approach, so as to obtain comprehensive findings and draw relevant conclusions and recommendations. The target audience was made up of 13 MFIs in Nairobi city county licensed by the CBK (2021) (See Appendix III). These 13 MFIs in Nairobi county formed unit of analysis for this research whilst the unit of observation consisted of senior-level, middle-level and junior-level employees in the 13 MFIs. To establish the proper sample size for this study, the Yamane (1967) formula and stratified random sampling technique were employed. The total employees in microfinance institutions in Kenya were less than 10,000 that is why the study considered to use Yamane (1967) formula to get a population of 369 employees.

In order to collect source data from the chosen sample of 369 employees, this study used structured questionnaires. There were eight components in the structured questionnaire, which are sections A through H. Section A contained bio data. Whereas, section B-H consisted of questions regarding green recruitment, green training, green appraisals, green performance, organization competitiveness, regulatory policies and framework on performance respectively. A 5-point Likert rating scale was also used in the questionnaire, which included closed-ended questions, in order to acquire quantitative data. The Likert scale consisted of five markers which include, strongly disagrees, disagrees, moderately agrees agree and strongly agrees. It is considered an effective tool for evaluating the insight, conduct and values of the respondents since it incorporates scales that assist in translating qualitative replies into numeric values (South *et al.*, 2022).

The quantitative information gathered from questionnaires was cleaned, revised, coded, categorized, and loaded into SPSS version 27 so that it could be analyzed. The statistical program SPPS version 27 was employed to produce both descriptive and inferential statistics. Inferential statistics, which were used to ascertain the connection between independent factors, mediating variables, moderating variables, and dependent variables, included regression analysis and Pearson correlation, whereas descriptive statistics included percentages, means, and standard deviation. The multiple regression analysis was adopted to test the research hypothesis and determine the effect of green training have a statistically considerable influence on performance of Kenyan MFIs.

RESULTS

Response Rate

The researcher distributed a total of 369 questionnaires to the participants. 315 were fully filled and returned, whereas 54 remained unfilled, leading to an 85% response rate. A 50% response rate is considered fair, a 60% response rate is regarded good, and a response rate of more than 70% is considered great, as per Mugenda &

Mugenda (2003). As a result, the 85% response rate obtained during data collection was sufficient for this study.

Descriptive Statistics

The descriptive statistics illustrate the fundamental elements of the data utilized in the investigation. The research intended to ascertaining the impacts of green training Practices on the performance of MFIs in Nairobi City County, Kenya. The actual results from the questionnaire evaluated the degree of agreement on a 5-point Likert scale on several statements on green training Practices in relation to staff productivity. The response means were evaluated as follows: (5.00-4.21) showed strong agreement, (4.20-3.41) marked agreement, (3.40-2.61) suggested neutrality, (2.60-1.81) signified disagreement, and (1.80-1.00) signified significant disagreement (Norman, 2010).

Green Training Practices

The responders were requested to specify the extent to which they understand Green Training practices on success of MFIs in Nairobi City County, Kenya as confirmed in Table 1.

Table 1: Green Training Practices

	N	Mean	Std. Dev.
The institution is consistent in offering training programs that help employees improve their skills in environmental practices.	315	3.1429	.35048
Investing in green skill development training for staff promotes a culture of environmental responsibility in the workplace.	315	4.0000	.00000
The institution engages their employees in green induction aimed at enabling them to gain knowledge and proficiency in green technologies e.g., renewable energy systems.	315	3.4286	.49566
Investing in green technologies contributes to employees understanding how to integrate eco-friendly technologies into daily operations.	315	4.8571	.35048
The institution allows its employees to participate in environmental awareness training sessions so as to increase their awareness on environmental challenges and opportunities available	315	3.8571	.35048
Environmental awareness training programs organized by the company play a critical role in nurturing a sense of environmental stewardship among employees	315	4.8571	.35048
Valid N (listwise)	315		

Field Data (2025)

In table 1, on the facet of whether investing in green technologies contributes to employees understanding how to integrate eco-friendly technologies into daily operations and environmental awareness training programs organized by the company serve a critical role in nurturing a sense of environmental stewardship amongst staff, it was observed that most of responders strongly concurred with the claim, yielding a mean of 4.8571with a variance of 0.35048. On the statement of whether investing in green skill development training for employees promotes a culture of environmental responsibility in the work station, the institution engages their employees in green induction aimed at enabling them to gain knowledge and proficiency in green technologies e.g., renewable energy systems and the institution allows its employees to participate in environmental awareness training sessions so as to increase their awareness on environmental challenges and opportunities available, most of the responders concurred with a mean of 4.0000, 3.4286 and 3.8571 with a variation of 0.00000, 0.49566 and 0.35048. On the aspect of whether the institution is consistent in offering

training programs that help employees improve their skills in environmental practices, most of responders were undecided at a mean of 3.1429 and a variation of 0.35048.

Organizational Performance

The responders were asked to specify the level to which they undertake success of MFIs in Nairobi City County, Kenya as is given in table 2 below.

Table 2: Organizational Performance

	N	Mean	Std. Dev.
The institution's process operations efficiency has increased in the last five years	315	4.1429	.35048
There has been an improvement in resource utilization efficiency towards environmental sustainability in the last 5 years.	315	4.8571	.35048
There is a noticeable rise in employee performance due to the use of GHRM practices	315	4.2857	.70097
Employee satisfaction and empowerment has improved in the last 5 years.	315	4.1429	.35048
Use of GHRM practices has improved product offerings that resonates with the target market and sets it apart from competitors.	315	3.1429	.99132
Market positioning attributed to use of GHRM practices has increased in the last 5 years.	315	3.2857	.70097
Valid N (listwise)	315		

Field Data (2025)

In table 2 above, on the facet of whether there has been an improvement in resource utilization efficiency towards environmental sustainability in the last 5 years and there is a noticeable rise in employee performance due to the use of GHRM practices, most of responders expressed strong concurrence with the claim, yielding a mean of 4.8571 and 4.2857 with a variance of .35048 and 0.92729. On the facet of whether the institution's process operations efficiency has increased in the last five years and employee satisfaction and empowerment has improved in the last 5 years, most of responders expressed strong concurrence with the claim, yielding a mean of 4.1429 and 4.1429 with a variance of .35048 and .35048 respectively. On the aspect of whether use of GHRM practices has improved product offerings that resonates with the target market and sets it apart from competitors and market positioning attributed to use of GHRM practices has increased in the last 5 years, most of responders expressed strong concurrence with the claim, yielding a mean of 3.1429 and 3.2857 with a variance of 0.99132 and 0.70097.

Correlation Analysis

Table 3: Correlation Analysis

		Green Training	Organizational Performance
Green Training	Pearson Correlation	1	.160**
	Sig. (2-tailed)		.005
	N	315	315
	N	315	315
	N	315	315
Organizational Performance	Pearson Correlation	.160**	1
	Sig. (2-tailed)	.005	
	N	315	315

Field Data (2025)

The link between green training and success of MFIs in Nairobi City County, Kenya was positive and weak at 0.160 but significant at 0.005 ($p<0.05$) implying that when Microfinance Institutions in Nairobi City County invest in green training practices it leads to improved performance. These results concur with those of Phina, Chike and Anene (2022) who found that training and development had a favourable and statistically substantial influence on staff retention. Employee compensation was also found to positively and significantly influence on employee retention. Thus, increased organizational performance.

Regression Coefficients

Table 4 exhibits the regression constant values that enabled the research in ascertaining the influence between the research variables.

Table 4: Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.343	.184		18.188	.000
	Green Training	.379	.083	.406	4.571	.000
	Green Performance Management	.027	.065	.032	.425	.671

a. Dependent Var: Organizational Performance

Field Data (2025)

The research performed regression analysis to ascertain the connection between green training practices and the organizational success of MFIs in Nairobi City County. A regression equation was formulated as follows.

Y (Organizational performance) = 3.343 - 00.379X_1 +e

Based on the findings, in the absence of the independent variables (green training), organizational success results to 3.343 which is statistically substantial at p-value of $0.000<0.05$.

$H0$ Green Training practices have insignificant effect on organizational performance of MFIs of Nairobi city County, Kenya

Table 4, the findings demonstrates that a unitary rise in green training practices would result to 0.379 increase in organizational performance. The results further demonstrate that the p-value was below the threshold of significance level ($0.000<0.05$), indicating that it was favorable and statistically substantial. Accordingly, hypothesis HO_2 was rejected. These outcomes support the findings by Nisar *at al* (2021) who investigated on how GHRM practices influence the environmental performance of eco-friendly hotels in Malaysia and found that green training were good predictors of green intellectual capital, which in turn positively contributes to pro-environmental behavior. In addition, the assessed GHRM activities indirectly affected the green hotels' environmental performance in Malaysia. It also supports the findings by Abdikarim (2019) who explored the effect of employee training (particularly exploring on-the job training and off-the-job training polices) on organizational success of selected financial institutions in Mogadishu, Somalia and discovered that employee training significantly influenced on organizational performance.

CONCLUSIONS AND RECOMMENDATIONS

The goal of this study was to assess the link between green training and organization performance of microfinance institutions in Nairobi County, Kenya. On correlation, green training showed positive and weak but significant correlation implying that when Microfinance Institutions in Nairobi City County invest in green training practices it leads to improved performance. Equally, the OLS regression model discovered that the p-value fell beneath the threshold of significance level indicating that it was favorable and statistically significant. This suggested that green training substantially improves employee performance, both directly and by reinforcing organizational green culture and work ethic. That is dependable with the human resource theory which affirms that there is a connection between investments in human capital and organizational success thus contribution to the theory also underscore that green training aligned with the organization's performance objectives, can ultimately contribute to improved organizational performance.

In view of the objective regression results which was seeking to institute the effects of green training practices on success of MFIs in Nairobi City County, Kenya, it came to a conclusion that the link between green training practices and success of MFIs in Nairobi City County, Kenya exhibited a favorable and statistically substantial effect indicating that green training practices is a significant predictor of performance amongst microfinance institutions and must be considered for improved organizational performance.

Pegged on the above outcomes, it is recommended that MFIs in Nairobi City County in Kenya should be consistent in offering training programs that help employees improve their skills in environmental practices. Furthermore, these institutions should invest in green skill development training for staff to promote a culture of environmental responsibility in the workplace. Besides, microfinance institutions should engage their employees in green induction aimed at enabling them to gain knowledge and proficiency in green technologies and allow its staff to participate in environmental awareness training sessions so as to increase their awareness on environmental challenges and opportunities available

Recommendations for Further Research

Since the independent variables could explain only 47.1% change in the dependent variable, another study can be done exploiting other independent variables to increase the coefficient of determination.

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