©LUMEN Proceedings Series
ISSN: 2601 – 2510 | e-ISSN: 2601 – 2529

2023, Volume 19: Global Ethics - Key of Sustainability (GEKOS 2022)
pages: 127-136 | https://doi.org/10.18662/lumproc/gekos2022/10

# Factors Affecting Green Human Resource Management: A Study of a State University Sri Lanka

**Thilini JAYASEKARA**[1],
**Anuradha IDDAGODA**[2],
**Hiranya DISSANAYAKE**[3]

[1] Open University of Sri Lanka, Colombo, Sri Lanka, thilinikumari81@gmail.com
* *Corresponding author*
[2] Management Science Unit, Department of Mathematics, Faculty of Applied Sciences, University of Sri Jayewardenepura Sri Lanka, anuradhaiddagoda@sjp.ac.lk
[3] Department of Accountancy, Faculty of Business Studies and Finance, Wayamba University of Sri Lanka, Kuliyapitiya, Sri Lanka, hiranya@wyb.ac.lk

**Abstract**: *Today, going green is a trend in almost all the fields in the world; Human Resource Management field is no exception. Green Human Resource Management has gained the attention of the top management in any sector. This study intends to identify the factors that affect Green Human Resource Management, including organizational culture, leadership and personal character. The academic staff of a state university is the individual unit of analysis. As a cross-sectional study, the study was conducted in a non-contrive setting, with minimum researcher interference. Three hypotheses have been developed to test the nomological network/conceptual framework. The study's findings suggest that leadership directly impacts Green Human Resource Management and has no impact on other factors. This study adds new knowledge to social exchange theory and has significant policy implications for universities.*

**Keywords:** *Green Human Resource Management; Organizational Culture; Leadership; Personal Character.*

**How to cite:** Jayasekara, T., Iddagoda, A., & Dissanayake, H. (2023). Factors Affecting Green Human Resource Management: A Study of a State University Sri Lanka. In A. Grigorescu & V. Radu (vol. ed.), *Lumen Proceedings: Vol. 19. Global Ethics - Key of Sustainability (GEKOS 2022)* (pp. 127-136). LUMEN Publishing House. https://doi.org/10.18662/lumproc/gekos2022/10

©2023 Published by LUMEN Publishing. This is an open access article under the CC BY-NC-ND license http://creativecommons.org/licenses/by-nc-nd/4.0/

## 1. Introduction

In the present world, probably what is the most challenging is making environment-friendly spirits among employers and employees. The natural resources are limited and decreasing gradually. The parties responsible are making attempts to conserve natural resources to future generations in the process of their businesses, maintaining their corporate social responsibility, which will gain more attention to be successful in promoting environmental concerns among stakeholders. Accordingly, this study examines how organizational culture, leadership, personnel character and work-life balance accept Green Human Resource Management (GHRM) in a state university setting in Sri Lanka. Green Human Resource Management delivers long-term benefits to the employers and employees, who are valuable assets that deliver immense value to the organization to prevail worldwide.

## 2. Problem Statement

### *Green Human Resource Management (GHRM)*

One of an organization's most important functions is human resource management. Human resource management (HRM) was defined by Opatha (2009) as the effective and efficient use of human resources to accomplish organizational goals. According to Iddagoda et al. (2020), "green" refers to the environment, so "green HRM" is the incorporation of HRM practices into an organization's environmental sustainability goals (Iddagoda et al. 2020). Green HRM is the incorporation of corporate environmental management into HRM, according to Renwick et al. (2013). According to Opatha (2013), the term "green human resource management" (GHRM) refers to all activities involving the creation, adoption, and ongoing upkeep of a system that aims to make employees of an organization green. An organization needs to create a system to force departments and employees to adopt the green concept. According to Opatha and Arulrajah (2014), an employee needs to exhibit four qualities in order to be considered a green employee: preservationist, conservationist, non-polluter, and maker.

Every employee should make their maximum contribution to the organization, as the success of the organization depends on the employee's efficiency and effectively. Henry Ford, the renowned American Industrialist, pointed out the importance of human resources in his statement, "take my business, burn up my building, but give me my people and I will build the business right back again", which, according to Opatha (2019), is a clear

example as to what employees are capable of doing for their organizations. Employees might become green employee individually, which is an individual/personnel activity. Where there is a group of green employees, it is more convenient to develop, create and enhance green functions. Becoming a Green employee is advantageous to the individuals, to the family, to the society as well as to the whole world (Opatha & Arulrajah, 2014; Opatha, 2019). Organizations in this regard can take a much bigger responsibility in creating green employees and green functions such as recruiting applicants who believe in eco-friendly practices and conducting training programs to help exiting employees become green.

### *Organizational Culture*

According to Armstrong & Taylor (2017), culture is reinforced over extended periods of time, becoming so deeply ingrained that it can be challenging to change in a short amount of time without causing upsetting and distressing incidents. A particularly recognizable arrangement is the organizational culture, which consists of the fundamental presumptions accepted as true and which new hires must learn as a way of seeing, thinking, and feeling. Employees' thoughts, feelings, and behaviors toward one another and those outside the company are influenced by a set of stifling values, beliefs, and norms (George & Jones 2005; Opatha 2015). The shared values, attitudes, and beliefs within an organization are referred to as its culture. Culture is simply "the way we do things around here," to put it another way (Armstrong & Taylor, 2017; Furnham & Gunter, 1993). Iddagoda et al. (2021) assert that organizational culture, which consists of values, beliefs, stories, and symbols, controls employee behavior within the organization.

### *Leadership*

Leadership has been defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct among the followers through two-way communication, reinforcement, and decision-making" (Brown et al., 2005; Opatha, 2015). For many employees, leadership has been identified as the most significant psychosocial workplace factor (Jacobs, 2019). According to Gardner in 1990, the two most important responsibilities within the widely accepted definition of leadership are "goal setting and motivation." Leaders should instill confidence and trust in their organizations (Seijts & Crim, 2006; Xu & Thomas, 2010). The Latin word virtus, which means "strength" or "skill," is the source of the English word "virtue" (Nowakowski, 2015).

### *Personal character*

Since ancient times, numerous religious figures and philosophers have discussed the idea of "character." According to the Pocket Oxford English Dictionary, "character" refers to "the characteristics that set a person apart from others." A person's character is made up of both virtues and vices; a virtue is an action that is beneficial to the world while a vice is an action that is harmful to the world. The phrase "highest level of the good character" refers to a character that possesses the greatest amount of virtue and is free from vices (Iddagoda et al., 2020a). Virtue is recognized as a good habit and morality, whereas vice is comprehended to be a bad habit and immorality (Iddagoda, 2020). Similarly, compassion, kindness, respect, gratitude and benevolence are some of the virtues (Iddagoda et al., 2020b; Keppetipola & Dharmasiri, 2019), while anger, greed, retaliation, jealousy and selfishness are some of the vices identified by Opatha (2009). In order to possess a good personal character, one should eradicate vices and cultivate more virtues in their life.

Organizations and human resource practitioners continue their business activities, neglecting the importance of Green Human Resource Practices. Consequently, the researchers of the study identified certain factors affecting the Green human resource management practices; i.e. personal character, leadership and organizational culture.

## 3. Research Questions/Aims of the research

The study's goals include determining the effects of leadership, organizational culture, and personal moral character on green human resource management. These research goals are intended to bridge a gap in the existing literature regarding the influence of organizational culture, leadership, and individual character on the concept of green human resource management at ABC University.

Green Human Resource Management is the dependent variable. And the independent variables are organizational culture, leadership and personal character. organizational culture, leadership and personal character are the factors of the construct of GHRM. Refer to Figure 1.

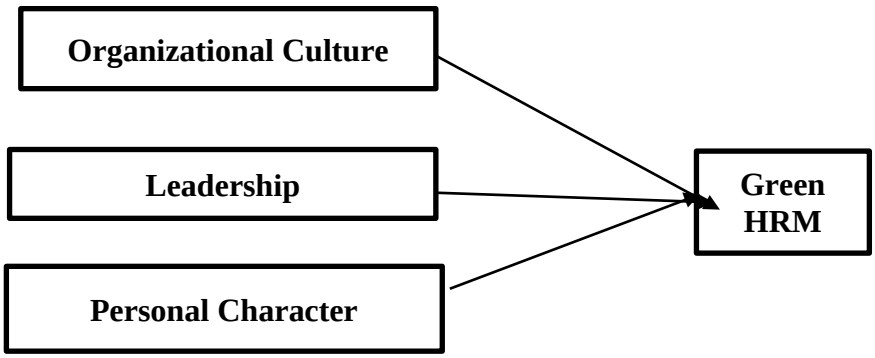



**Figure 1**. Nomological network/Conceptual framework
Source: Authors' own conception

***Hypotheses***

According to Cropanzano & Mitchell (2005), Social Exchange Theory (SET) dictates a particular individual's preference to exchange the resources equal to what that he/she has received. Researchers contend that if the organization's culture is environmental/eco-friendly, employees find it and feel proud to work in that organization. The concept of exchange, as Homans (1958) states, is not limited to material goods; it also includes symbolic values such as approval and reputation or esteem. Therefore, green performance evaluation, which is one component of green HRM identified by Opatha (2015), reports a higher job performance.

Maccoby (2007) emphasizes that a leader should motivate to achieve the common good, and that in this regard, possessing qualities essential to boost up the enthusiasm of the followers in a particular culture at a historical moment that calls for leadership. As Truss et al. (2013) state, leaders are capable of motivating employees as well as enhancing performance. Consequently, researchers conclude that leaders can influence GHRM in an organization.

One of the crucial components of GHRM is discipline management, which include formulating and publishing rules of conduct relating to greening and developing a progressive disciplinary system to reprimand employees in violation of the rules of green conduct (Opatha, 2015). Iddagoda (2020) and Opatha (2009) highlights that one should improve virtues in his/her life in to maintain a good personal character, which at all times, should be good. Implementing the GHRM function mentioned above is easy with an employee with a good personal character.

All the facts mentioned above lead to the hypotheses given below.

Hypothesis 1 (H1): Organizational culture has an impact on green human resource management

Hypothesis 2 (H2): Leadership has an impact on green human resource management

Hypothesis 3 (H3): Personal character has an impact on green human resource management

## 4. Research Methods

This research is quantitative in nature. According to Sekaran (2003), a research design is made up of six elements: the objective of the study, the level of researcher involvement in the study, the type of investigation, the unit of analysis, the study setting, and the time frame (Table 1-Appendix A). Individuals, including academic and non-academic staff at ABC University, serve as the analytical unit. The name of the university was not disclosed with the permission of the researchers. Non-probability convenience sampling is the method used for sampling. Thirty academic and non-academic staff members of ABC University make up the study's sample size. A sample size greater than 30 and less than 500 is appropriate for the majority of the research rules established by Roscoe (1975), as cited in Sekaran (2003), and this was the sampling rule followed in this study. Data were gathered using a questionnaire that asked about the self-directed application, the means of application, the sample, the methods, etc.

## 5. Findings

The data of this study shows the factors affecting of Green HRM. Data was gathered using a Likert Scale questionnaire, and data analyze using SPSS software. The researchers of the study first tested the correlation between variables. There is a positive relationship between GHRM and organization culture and leadership. There is a no relationship between GHRM and personal character Refer to Table 2.

**Table 2:** Correlations

| | GHRM | Character | Leadership | Culture |
|---|---|---|---|---|
| GHRM | 1 | | | |
| Character | -0.103 | 1 | | |
| Leadership | 0.339* | 0.164 | 1 | |
| Culture | 0.143** | 0.141 | 0.087 | 1 |

Source: Authors' own conception

Researchers of the study fit a multiple linear regression model to clarify the above results. When analyzing the multiple regression, it also shows the significant impact of leadership on GHRM. Refer to Table 3.

**Table 3:** Regression analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 2.68 | 1.454 | | 1.843 | 0.077 |
| Culture | 0.122 | 0.166 | 0.136 | 0.73 | 0.472 |
| Leadership | 0.34 | 0.179 | 0.361 | 1.896 | 0.076 |
| Personnel Character | - 0.029 | 0.032 | -0.176 | -0.9 | 0.377 |
| Dependent Variable: GHRM | | | | | |

Source: Authors' own conception

Table 3 shows that Organizational culture, Leadership and Personal character has a 16% explanatory power of Green HRM. Results of Correlation and regression showed that leadership is the most fitting factor to the GHRM.

## 6. Discussions

The improvement of employee job performance is one of the goals of human resource management (HRM) (Buliska-Stangrecka & Iddagoda, 2020; Iddagoda & Opatha, 2018). According to Buliska-Stangrecka et al. (2021), organizational science today places a high priority on the issue of leadership. According to Buliska-Stangrecka et al. (2021), leadership is regarded as a crucial element that influences employees in organizations. When testing the first hypothesis, which states that organizational culture has an effect on green human resource management, the researchers found no relationship in this study. Additionally, a significant positive correlation was found when the second hypothesis—that leadership affects green human resource management—was tested. The third hypothesis was not supported by the findings of the study. When testing the hypothesis three the researchers found a no relationship. Further studies need to be done in-order to identify reason for that.

## 7. Conclusions

Globally, green HRM is thriving. On people, businesses, and society at large, it will undergo a significant transformation. It not only imparts an important lesson to business organizations but also to younger generations about the value of protecting the environment and nature. The green HRM elements are more effective tools for greening people and their activism. Organizations can increase their environmental activism in a more sustainable way than ever before by educating employees about green practices. According to the literature, "greening" is a valuable concept for both organizations and all people.

## References


Armstrong, M., & Taylor, S. (2017). *Armstrong's handbook of human resource management practice*(14thed). Kogan Page Publishers.

Brown, M. E., Trevino, L. K., & Harrison, D. A. (2005). Ethical Leadership: A Social Learning Perspective for Construct Development and Testing. *Organizational Behavior and Human Decision Processes, 97*(2), 117-134. https://doi.org/10.1016/j.obhdp.2005.03.002

Bulińska-Stangrecka, H., & Iddagoda, Y. A. (2020). The relationship between inter-rganizational trust and employee engagement and performance. *Academy of Management, 4*(1), 8-25.

Bulińska-Stangrecka, H., Bagieńska, A., & Iddagoda, Y. A. (2021). The Mediating Role of Social Media in the Relationship between Perceived Leadership Support and Employee Engagement in Banking. *European Research Studies, 24*, 851-874.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900.

Furnham, A., & Gunter, B. (1993). *Corporate Assessment. Auditing a Company's Personality*. Routledge.

Gardner, J. (1990). *On leadership*. Simon and Schuster.

George, J. M., & Jones, G. R. (2005). *Understanding and Managing Organizational Behavior*. Pearson Prentice Hall.

Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology, 63*(6), 597-606.

Iddagoda, A., Dewasiri, N. J., & Keppetipola, M. (2021). Conceptualization and Operationalization of Military Organizational Culture. *International Journal of Sustainable Economies Management (IJSEM), 10*(2), 19-30. https://doi.org/10.4018/IJSEM.2021040102

Iddagoda, Y. A., & Opatha, H. H. (2018). The intensity of the implementation of high-performance work practices in selected Sri Lankan companies. *Społeczeństwo i Rodzina, 56*(3), 69–95.

Iddagoda, Y. A., Abraham, R., & Chinta, R. (2020b) The Effects Of Green Energy On Economic Development, And Green Human Resource Management On Nongreen Work Outcomes In Sri Lanka. *Journal of International Finance and Economics, 20*(4), 13-28.

Iddagoda, Y. A., Bulińska-Stangrecka, H., & Abeysinghe, R. (2020a). Greening of military personnel. *Bezpieczeństwo Obronność Socjologia, 13*, 102-121.

Iddagoda.Y. A. (2020). The Employee's Personal Character and its Imperative in the Post-Covid-19 Pandemic World. *LABOR et EDUCATIO, 8*, 37–51. https://doi.org/10.4467/25439561LE.20.009.13000

Jacobs, C. M. (2019). Ineffective-leader-induced occupational stress. *SAGE Open, 9*(2), 1–15. https://doi.org/10.1177/2158244019855858

Keppetipola, M., & Dharmasiri, A. S. (2020). Military virtues: conceptualization and operationalization. *Akademia Zarządzania, 4*(1), 149-165.

Maccoby, M. (2007). *The leaders we need: And what makes us follow*. Harvard Business Press.

Nowakowski, P. T. (2015). Virtues and their role in education. *Społeczeństwo i Rodzina*, 42(1), 7–21.

Opatha H. H. D. N. P (2009). *Human Resource Management: Personnel.* Department of HRM, University of Sri Jayewardenepura.

Opatha, H. H. D. N. P. (2013). *Green Human Resource Management: A Simplified Introduction.* HR Dialogue, Department of HRM, Faculty of Management Studies and Commerce, University of Sri Jayewardenepura.

Opatha, H. H. D. N. P. (2015). *Organizational behavior.* University of Sri Jayewardenepura.

Opatha, H. H. D. N. P. (2019). *Sustainable Human Resource Management: Expanding Horizons of HRM.* Department of Human Resource Management, University of Sri Jayewardenepura, Colombo, Sri Lanka.

Opatha, H. H. D. N. P., & Arulrajah, A. (2014). Green Human Resource Management: A Simplified General Reflections. *International Business Research, 7*(8), 101-112.

Oxford University Press. (2007). *Pocket Oxford English Dictionary*. Oxford University Press.

Renwick, D. W. S., Redman, T., & Maguire, S. (2012). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews, 15*(1), 1-14. https://doi.org/10.1111/j.1468-2370.2011.00328.x

Roscoe, J. T. (1975). *Fundamental Research Statistics for the Behavioral Sciences*. Holt, Rinehart and Winston.

Seijts, G. H., & Crim, D. (2006). What engages employees the most or, the ten C's of employee engagement. *Ivey Business Journal, 70*(4), 1-5.

Sekaran, U. (2003). *Research Methods for Business: A Skill-Building Approach* (4th Edition). John Wiley & Sons.

Truss, C., Alfes, K., Delbridge, R., Shantz, A. & Soane, E. (2013). *Employee engagement in theory and practice*. Routledge.

Xu, J., & Thomas, H. C. (2011). How can leaders achieve high employee engagement. *Leadership & Organization Development Journal, 32*(4), 399-416. https://www.emerald.com/insight/content/doi/10.1108/01437731111134661/full/html

## Appendix A

**Table 1.** Research Design

| Research design | Description |
|---|---|
| Purpose of the study | Hypothesis testing |
| The extent of researcher interference with the study | Minimum interference |
| Type of investigation | Correlational |
| Unit of analysis | Individual |
| Study setting | Non-contrived |
| The time horizon of the study | Cross-sectional |

Source: Authors' own conception