

# THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL COMMITMENT WITH SPECIAL REFERENCE TO TEA MANUFACTURING COMPANIES IN COLOMBO DISTRICT

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## Abstract

The aim of this study is to capture the impact of Green HRM Practices on Organizational Commitment of employees. The research study is based on Colombo district. The study adopted a cross-sectional research design. In order to achieve the study objectives, the study used a quantitative methodology. The target population comprised of the employees within the tea manufacturing companies in the Colombo district with a projected population of 150. In all a total of 100 employees were generated as the total sample for the study.

Result shows that, there is a moderate level of Green HRM practices and moderate level of organizational commitment exist in tea manufacturing companies in Colombo district. Further, there is a positive relationship between tea manufacturing companies' Green HRM practices and organizational commitment of the employees. When consider about the research result, current Green HRM practices in tea manufacturing companies have made a positive impact on organizational commitment of the employees in the Colombo district.

**Key Words:** Green Human Resource Management Practices, Organizational Commitment, Tea Manufacturing Companies

## Background of the Study

The tea industry has been a very strategic and integral sector in Sri Lanka's socio-economic and ethno cultural milieu for over 150 years from its inception. That is, this sector has played a prominent role by being the backbone and a permanent component of the economy of Sri Lanka.

Sri Lanka accounts for 17 % of the global exports by being of the biggest producers and exporters of tea in the world (Bolton, 2016). The tea industry is one of the major agro-industrial sectors in Sri Lanka and it generates 65% of export agriculture revenue and contributes approximately 2% of island's GDP (Central Bank, 2019). The role of tea within the plantation industry is also significant, by being the key contributor to overall plantation industry performance and a global brand image well over other plantation crops such as rubber and coconut.

## Problem Statement

In the context of tea manufacturing in Sri Lanka, there is a steady increase in the percentage of employee turnover and absenteeism (Annual Report of the Tea Research Institute of Sri Lanka 2017). This trend is worrying to the tea manufacturing industry of Sri Lanka because whether leaving is involuntary, such as termination initiated by

the employer, or voluntary, such as resignation, turnover is potentially costly and may have negative organizational implications.

Absenteeism and employee turnover create significant issues in the daily production process of a company. When considering the tea manufacturing industry each and every employee is directly connected with the ongoing production. The employee can affect the productivity by quitting the job or being absent from work. As a result, a company faces many issues to meet daily targets and monthly targets. Therefore, main intention of human resource management process of the company is to reduce employee turnover and absenteeism in tea manufacturing industry.

According to Mercer (1988) absenteeism and turnover arise due to employee being in an uncomfortable situation with the job.

Employers commonly value employee dedication and loyalty because employees who are emotionally committed to the organization show heightened performance, reduced absenteeism, and a lessened likelihood of quitting their job (Meyer & Allen, 1997).

Further, several researchers stated that commitment and involvement of employees depend on GHRM practices. There are obvious links between the nature of the GHRM practices and the organizational commitments in the organization.

But, due to the significant cultural and organizational differences between Sri Lanka and developed countries in the West, the GHRM practices proposed in the Western world may be not suitable in Sri Lanka.

In Sri Lankan context, few empirical studies have been concerned with the relationship between GHRM practices and organizational commitment of employees in selected industries. So, tea manufacturing companies must study about the organizational commitment with the GHRM Practices.

Therefore, the objective of this research is to examine the impact of Green HRM Practices on Organizational Commitment of the employees in the tea manufacturing companies in Sri Lanka.

## **Research Questions**

1. What is the level of Green Human Resource Management Practices in tea manufacturing companies in Sri Lanka?
2. What is the level of Organizational Commitment in tea manufacturing companies in Sri Lanka?
3. How does Green Human Resource Management Practices impact on Organizational Commitment in tea manufacturing companies in Sri Lanka?

## **Research Objectives**

1. To identify the level of Green Human Resource Management Practices in tea manufacturing companies in Sri Lanka
2. To identify the level of Organizational Commitment in tea manufacturing companies in Sri Lanka
3. To examine the impact of Green Human Resource Management Practices on Organizational Commitment in tea manufacturing companies in Sri Lanka

## **Significance of the Study**

In this study, the researcher purpose is to investigate the level of Green HRM practices in Sri Lankan tea manufacturing companies and assess the impact of Green HRM practices on Organizational Commitment. Through this research, researcher hopes to make an important academic contribution to the tea manufacturing sector and its development.

Here, the industry which has been selected is very important for Sri Lankan economy in various aspects. The importance of this sector, for the Sri Lankan economy has been proved beginning of this chapter. Through this

research, researcher attempt to contribute with important information by examining the above research questions and try to give a message about the importance about the Green HRM concept to tea manufacturing companies.

In Sri Lanka Tea plantation and manufacturing companies do not practice modern management methods and theories and in this century there is old tea industry in Sri Lanka. They still follow colonial, out dated ways of managing human resource and means of managing the properties. In this regard it is very important to enhancing the Green HRM knowledge in tea manufacturing industry (Wickremasinghe, 2008)

There has been limited empirical evidence in Sri Lanka, regarding the Green HRM practices in tea manufacturing sector as well as in other sectors. During the literature review of this research cover the subject of Green HRM in the Sri Lankan context and tea manufacturing sector by only a few articles were found. This research study will be more useful empirical evidence for future scholars who wish to do research study in relating to Green HRM concept.

## **Literature Review**

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

GHRM is based on green activities and green movements in organizations that aim to save the environment from further destruction due to business activities. Human resource management practices are the actual HR programs, processes and techniques that are actually implemented in the organization or operational unit. Similarly, green practices in human resource management programs, processes and techniques for human resource management have been implemented in organizations to reduce negative environmental impacts or improve the positive environmental impacts of organizations (Shaikh, 2010).

Green human resource management (GHRM) practices are taken into account as a pre-condition for green management and business practices of organizations, and it is acknowledged as the critical step for a sustainable competitive advantage. Green human resource management targets human resources to bear an environmental responsibility in their tasks, to turn them into employees who are ready to develop positive behaviors with other co-workers, to present new ideas and recommendations, and thus to enable the implementation of environmental programs. The basic target actually is to motivate employees, to make them into environment conscious individuals, and to improve environmental performance of the organizations.

### **Dimensions of Green Human Resource Management Practices**

#### **Green Recruitment and Selection**

Green recruitment focuses on the identification of the high performing employees and the areas where they may work well. Hiring quality staff is very crucial challenge in the war of talent (Renwick, Redman & Maguire, 2013). The organizations are now realizing the fact that the reputation as an employer following green practices is an effective tactic for attracting new talent (Phillips, 2007; Stringer, 2009). According to Wehrmeyer (1996), process of recruitment can assist firms in producing effective performance including performance related to the environment by ensuring that newly hired staff is aware of the environmental culture of the organization and he/she can maintain the environmental values followed by the organization.

#### **Green Training & Development**

Providing environmental training to the organizational members (non-managerial employees and managers) to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company (Cook & Seith, 1992).

Green Training & Development (GT&D) is a new concept and it is derived from the broad “green” concept. The aim of GT&D is to create awareness on different environmental issues and to implement the comprehensive green practices in the organizations that would lead to a sustainable competitive advantage in future.

## **Green Reward and Compensation**

Compensation and reward management should recognize contributions in green management. According to Deshwal (2015) Compensation packages should be customized to reward green skills acquisition and achievements by employees. Monetary based, non-monetary based and recognition-based rewards can be used for green achievements of employees. Monetary based rewards for contributions in environment management can be allocated in the forms of salary increase, cash incentives and bonuses while non-monetary rewards may include sabbaticals, special leave and gifts to employees and their family members. Recognition-based awards can highlight green contributions of employees through wide publicity and public praise and appreciation of green efforts by CEO or top management executives.

## **Organizational Commitment**

Organizational commitment is the person's psychological connection to the organization. Higher the rate of commitment, more the attachment towards the organization (Shamila and Herath (2018).

Organizational commitment provides the benefit to organization in a number of ways. It can improve performance, reduce absenteeism and turnover thereby resulting in sustained productivity. It's a sort of bond between employee and the organization (Fred Luthans, 2002).

## **Dimensions of Organizational Commitment**

### **Affective Commitment:**

Affective commitment is defined as the employee's positive emotional attachment to the organization. An employee who is affectively committed, strongly identifies with the goals of the organization and desires to remain a part of the organization. Affective commitment which entails an acceptance and internalization of the other party's goals and values, a willingness to exert effort on that party's behalf, and a strong emotional attachment to that party (Allen & Meyer, 1990).

### **Normative Commitment:**

The second component is normative commitment, which involves perceived obligations to maintain employment memberships and relationships in the organization. In exchange for employment, employees feel bound to reciprocate with loyalty and commitment that derive from morality and value driven principles based on reciprocity norms and socialization practices (Meyer & Herscovitch, 2002).

### **Continuance Commitment:**

The third form of commitment is continuance commitment (CC), which involves appraisals of personal investments tied to one's current employment and the availability of employment alternatives (Meyer & Allen, 1997). Employees with strong continuance commitment maintain their current employment because it provides them with desirable personal outcomes that they are unwilling to forego or because they perceive a lack of employment opportunities elsewhere. (O'Reilly & Chatman, 1986).

## **Relationship between Green Human Resource Management Practices and Organizational Commitment**

The term "green" is used as an adjective and a noun in the normal context of our usage, some defines green as the color of grass and trees (Collins Birmingham, 1987) and mostly "green" means environmental friendly.

There are different types of researchers tried to reach a conclusion regarding relationship between GHRM practices and organizational commitment.

The studies found, the actual sustainable future commence with human resource green practices. In other words, HRM practices are more vital towards sustainable adoption of environmental management practices (Govindarajulu, Daily, 2004). Environmental management practices, green grievance handling, green performance

evaluation, are considered some of the main factors influencing the green practices (Siyambalapitiya, Zhang & Li 2018.). So through that organization easy to achieve organizational commitment.

Next, Based on a survey of supervisory level employees of selected five apparel manufacturing firms reported that employer green commitment and employee green awareness make significant effects on determining their subordinates green behaviour. The study made significant contributions by validating employer green behaviours and employee green awareness questionnaires as well as by exploring these relationships together in a single study (Wickramaratne, Perera, and Senarathna, 2020).

Further, Green Human Resource Management (GHRM) plays a key role to determine the green practices in any organization. There are various ways of developing green practices within the organization through GHRM. Among the different ways, developing green attitude among the employees is important and significant (Opatha & Kottawatta, 2020).

### **Green Recruitment and Organizational Commitment**

Recruitment practices can help to improve environmental management systems by ensuring that environmental culture and values are very well clear to the new recruits. Surveys show that job applicants are very conscious about the organization's environmental management practices and their decision for employment depends on it (Wehrmeyer, 1996; Stringer, 2009).

### **Green Training & Development and Organizational Commitment**

Training has a strong positive relation with organization commitment, training is a most important tool to increase the organization commitment (Tannenbaum, Mathieu, salas, & Cannon-Bowers, 1991). As green training becomes more popular among the firms, firms are probable to adopt different training approaches, fabricate set of circumstances for research that appraise the summons and success of variety of approaches.

Teixeira, Jabbour & de Sousa Jabbour, (2012) identified the relationship between green HRM practices and impact of environmental training. They observed that the relationship between green HRM practices and green training is directly related to level of commitment. To promote the effective green HRM practices in an organization, training and development, and rewards and recognition are considered to be the most important factors (Govindarajulu & Daily, 2004).

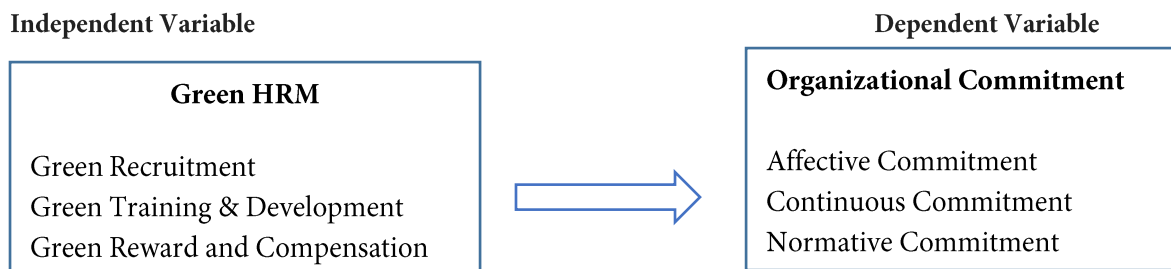
Fernandez, Junquera & ordiz, (2003) identified that effective green practices implementation requires green awareness and knowledge of process among the individual employee and this will be done by integrating green HRM practices with green training and development. So that employee shows an emotional involvement to attain the goal and objective.

### **Green Reward, Compensation and Organizational Commitment**

It is clearly identified by the researchers that pay and rewards are the most important factor to attract the new potential talent to accept the job (Barber & Bretz, 2000). Pay satisfaction is significantly related with intention to leave the organization and pay satisfaction has also been positively associated with job satisfaction and organization commitment (Lum Kervin, Clark Reid, & Sirola, 1998). So that green pay and reward is taking an important variable to include in this study.

## Conceptual Framework

Figure 1: Conceptual Framework



(Source: Developed for Research Purpose)

### Data Sample

For the current research, Colombo district has been selected as the population of the study. For this research, all the elements of the population are not be considered. Therefore, a convenience sampling method is used for select the sample of this study.

In the current research study, the perspective of two manufacturing companies in Colombo district is to be concerned according to the conceptual framework of the research. Therefore, the researcher has selected two tea manufacturing companies to conduct the research. The researcher will make initial contacts with the management of the tea manufacturing factories to know whether factory comprise the following Green HRM practices in the organization. Collection of primary data of current research study and observations will be based on these selected two tea factories. Owners of these two factories will be selected to get the owners perspective about Green HRM practices of the factory. For the current research study in all a minimum total of 100 employees will be generated as the total sample for the study.

## Result and Discussion

### Green HRM Awareness among Top Management

The consideration of Green HRM awareness among office and factory top management is very important before understanding the level of Green HRM practices of the company and their impact. According to the sample data 65% of the management agreed that they are aware about the concept of Green HRM. Though they have heard about the concept they have very narrow understanding about the Green HRM practices.

### Green HRM Awareness among Employees

The employee perspective on Green HRM was captured by a study questionnaire circulated among a sample of employees from the tea manufacturing companies. A group of employees from each company in the sample (2 companies in the sample) was selected and the questionnaires were filled by them. According to the respond of employees, only few of them responded that company overall Green HRM practices are "good".

But no any employee has felt that company Green HRM practices are "very good". 25% expressed that Tea manufacturing company's Green HRM are moderatly good. 45% have felt that company Green HRM practices are poor and others mentioned that company Green HRM practices are very poor. This situation gives an idea that tea manufacturing companies Green HRM towards employees have not made a good impact for the development of oganizatioanl commitment of the organization. Because majority of the employees have not felt that Green HRM practices of the company is good are very good. If the company Green HRM have made a positive impact on the commitment of employees, then their respond might have been more positive than this level. Therefore tea manufacturing company management should rethink about their policies and practices

regarding their employees to enhance the organizational commitment of their workers towards the betterment of the organization future.

**Respondents response relate to how they will contribute to Green HRM Practices**

It was found that 51 of the respondents will contribute by volunteering in the service, 18 responded by sharing of their ideas in improving the manufacturing process, 10 respondents in improving the awareness about GHRM to new recruits.

**Reliability Test (IV and DV)**

Overall Cronbach’s alpha value for the GHRM practice is 0.88 & organizational commitment is 0.93, they indicated that measurement which are used in this study also good and acceptable instrument ( $0.8 \leq CAC \leq 0.9 =$  Good reliability).

**Objective 01: To identify the level of Green HRM practices in tea manufacturing industry in Sri Lanka**

There is a moderate level of Green HRM practices in the selected tea manufacturing companies in Colombo District with an average mean of 2.52. Further under Green HRM practices as the indicators, Green recruitment and selection shows a low level with a mean value of 2.33 and Green Training and development and Reward and compensation shows a moderate level with a mean value of 2.60 and 2.54 respectively in the selected two tea manufacturing companies in Colombo District.

**Table 1: Level of Green HRM practices**

	MEAN	DECISION ATTRIBUTES
<b>GREEN HRM PRACTICES</b>	2.52	Moderate Level
<b>GREEN RECRUITMENT AND SELECTION</b>	2.33	Lower Level
<b>GREEN TRAINING AND DEVELOPMENT</b>	2.60	Moderate Level
<b>GREEN REWARD AND COMPENSATION</b>	2.54	Moderate Level

(Source: Survey Data)

**Objective 02: To identify the level of Organizational Commitment in tea manufacturing industry in Sri Lanka.**

Referring to the table below as the second objective of the research, we can identify there is a moderate level of Organizational commitment practices in the selected tea manufacturing companies in Colombo District with an average mean of 2.81. Further under Organizational commitment practices as the indicators, affective commitment, normative commitment and continuation commitment shows a moderate level with a mean value of 2.84, 2.80 and 2.77 respectively in the selected two tea manufacturing companies in Colombo District.

**Table 2: Level of Organizational Commitment**

	Mean	Decision Attributes
<b>Organizational Commitment</b>	2.81	Moderate Level
Affective Commitment	2.84	Moderate Level
Normative Commitment	2.80	Moderate Level
Continuation Commitment	2.77	Moderate Level

(Source: Survey Data)

**Bivariate Analysis and Hypothesis Testing<sup>1</sup>**

**Table 3: Correlation Analysis of Green HRM Practices and Affective Commitment**

		<b>Correlations</b>			
		AC	GRS	GTD	GRC
AC	Pearson Correlation	1	.211*	.327**	.344**
	Sig. (2-tailed)		.035	.001	.000
	N	100	100	100	100
GRS	Pearson Correlation	.211*	1	.347**	.385**
	Sig. (2-tailed)	.035		.000	.000
	N	100	100	100	100
GTD	Pearson Correlation	.327**	.347**	1	.978**
	Sig. (2-tailed)	.001	.000		.000
	N	100	100	100	100
GRC	Pearson Correlation	.344**	.385**	.978**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

\*. Correlation is significant at the 0.05 level (2-tailed).  
 \*\*. Correlation is significant at the 0.01 level (2-tailed).

(Source: Survey Data)

Findings from the above table indicates that, there is a positive relationship between green HRM practices and affective commitment of the employees in the tea manufacturing companies.

It shows that there is a moderate positive correlation between Green RS, Green TD and Green RC on AC. This suggests that an increase in the Green HRM practices will result to an increase in Affective Commitment. Recruitment and selection contributed the least in employees emotional attachment to their organization with a coefficient (r=0.211, p<0.05). Training and development and reward and compensation both has a coefficient of r=0.327 and r=0.344 respectively with a significant association of p<0.01.

Further, studies done by Meyer & Herscovitch, (2001); Meyer Becker & Vandenberghe (2004) found that employees are emotionally attached to their organizations when the green training programmes improve their competency and offer them autonomy as well.

**Table 4: Correlation Analysis of Green HRM Practices and Normative Commitment**

		<b>Correlations</b>			
		NC	GRS	GTD	GRC
NC	Pearson Correlation	1	.158	.361**	.413**
	Sig. (2-tailed)		.116	.000	.000
	N	100	100	100	100
GRS	Pearson Correlation	.158	1	.347**	.385**
	Sig. (2-tailed)	.116		.000	.000
	N	100	100	100	100
GTD	Pearson Correlation	.361**	.347**	1	.978**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
GRC	Pearson Correlation	.413**	.385**	.978**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

(Source: Survey Data)

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1 AC: Affective Commitment  
 GRS: Green Recruitment and Selection  
 GTD: Green Training & Development  
 GRC: Green Reward and Compensation



All correlations between the three Green HRM practices on normative commitment are positive. Where the correlation of recruitment and selection on normative commitment shows a negative relationship on the normative commitment.

It shows that the employees sense of guilt (NC) to remain in their organization had a negative relationship with recruitment and selection ( $r=0.158$ ,  $p>0.05$ ) and moderate positive relationship between training and development ( $r=0.361$ ,  $p<0.01$ ) and rewards and compensation ( $r=0.413$ ,  $p<0.01$ ).

This analysis indicates that recruitment and selection and training and development and reward and compensation had the moderate relationship with normative commitment. This further suggests that in order for the tea manufacturing companies to increase their employees normative commitment, these three green HRM practices such as recruitment and selection, training and development, and rewards and compensation should be implemented in a properly and in a more synergistic manner.

Training and development targeted at the developmental needs of employees had a moderate positive relationship with normative commitment. The finding here is consistent with the study by Gould-Williams and Gatenby (2010) which found there is a significant positive correlation between NC, training and development.

**Table 5: Correlation Analysis of Green HRM practices and Continuance Commitment**

		Correlations			
		CC	GRS	GTD	GRC
CC	Pearson Correlation	1	.200*	.304**	.341**
	Sig. (2-tailed)		.046	.002	.001
	N	100	100	100	100
GRS	Pearson Correlation	.200*	1	.347**	.385**
	Sig. (2-tailed)	.046		.000	.000
	N	100	100	100	100
GTD	Pearson Correlation	.304**	.347**	1	.978**
	Sig. (2-tailed)	.002	.000		.000
	N	100	100	100	100
GRC	Pearson Correlation	.341**	.385**	.978**	1
	Sig. (2-tailed)	.001	.000	.000	
	N	100	100	100	100

\*. Correlation is significant at the 0.05 level (2-tailed).

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

(Source: Survey Data)

Results from the above table indicates that there is a moderate relationship between recruitment and selection, training and development and rewards and compensation. Continuance commitment which is a feeling of entrapment to an organization can be due to an employee long term investment made to an organization such as being promoted from a lower level to a senior position, unavailability of jobs or brand image of his organization.

There was a moderate positive correlation among the three green HRM, recruitment and selection ( $r=0.200$ ,  $p<0.05$ ) training and development ( $r=0.304$ ,  $p<0.01$ ) and reward and selection ( $r=0.341$ ,  $p<0.01$ ). This suggests that the green HRM implemented within the tea manufacturing industry did show a significant positive impact in relate to association with employees' continuance commitment. Rewards and compensation had a modest positive relation with employees CC ( $r= 0.341$ ,  $p<0.01$ ). This suggests that the kind of pecuniary and non-pecuniary benefits provided by the tea manufacturing companies to their employees made them feel committed to their organization but not so in the sense of emotional attachment but because of the economic value of these packages they were receiving.

This finding is consistent with the human capital theory (Becker, 1975), which dictates that employees stay because of accumulated benefits or the fewer opportunities they will have elsewhere due to the difficulties in exporting the acquired knowledge outside the company. Findings from the above correlation coefficient for green HRM practices and continuance commitment is at ( $r=0.334$ ,  $p<0.01$ ) this affirms that there is a significant and positive impact between all three green HRM practices and continuance commitment.

## Regression Analysis

The findings of the simple linear regression analysis for the regression model on the three commitment constructs are as follows:

**Objective 3: To identify the impact of Green HRM Practices on Organizational Commitment in tea manufacturing industry in Sri Lanka.**

**Table 6: Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.964	.194		10.142	.000
AvgGHRM	.339	.076	.412	4.470	.000

(Source: Survey Result)

The unstandardized constant statistics is 1.964 units. It shows that the model would predict if all the independent variables of green HRM were zero.

The b coefficient for green HRM is 0.339. This means that on average, if go up 1 point on the green HRM practices scale then organizational commitment will increase by 0.339 units. According to the p-values, green HRM practices are significant at 0.01.

This means there will be a medium positive relationship between green HRM on organizational commitment in this study. Based on the above table 6, the equation for the regression line is  $Y = 1.964 + 0.339X_1$ . Therefore, according to the regression analysis Green HRM practices positively and significantly impacts on the Organizational Commitment in the selected tea manufacturing companies in Colombo District.

## Conclusions

The study was sought to address to identify the impact that the Green HRM practices would have on employees' feeling of commitment. Findings from the study showed that the there is a moderate level of Green HRM practices and moderate level of organizational commitment exist in tea manufacturing companies in Colombo district.

Further, Green HRM practices impacted on the three organizational commitments significantly. Results from the finding indicated that recruitment and selection, training and development, reward and compensation had a moderate positive relationship with all three organizational commitment dimensions. Whereas training and development and reward and compensation had statistically significant at ( $p < 0.01$ ).

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