

THE IMPACT OF GREEN ORIENTATION ON JOB PERFORMANCE IN THE SRI LANKA NAVY

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ABSTRACT

This paper views green orientation (green attitudes and green behavior) as leading to employee engagement and job performance. We ground green orientation within the Ability-Motivation-Opportunity Model in the Sri Lanka Navy. The Ability-Motivation-Opportunity Model is used to explain job performance, as personnel engaged in high-performance work practices (ability), which combine with green human resource management practices (motivation), increase green orientation (ability and motivation), which enhances task performance and citizenship behavior (opportunity). A validated survey instrument was completed by 246 officers of the Sri Lanka Navy. Structural equations modeling was used to test the hypotheses. High-performance work practices, and green human resource practices significantly predicted green orientation. Green orientation, in turn, predicted employee engagement, and job performance.

Keywords: *green orientation, green human resource management, job performance*

1.INTRODUCTION

Sri Lanka is a middle-income island nation located in Southeast Asia. Once covered with virgin forests, population pressures, and urbanization have resulted in the widespread cutting down of forests. Deforestation has turned lush hillsides into barren ground, hastening soil erosion. De Alwis and Noy (2019) measured the effect of floods and droughts on health care costs in Sri Lanka, at the household level. Upon matching survey data with disaster and meteorological data across 25 administrative districts, from 2012-2013, they found that healthcare costs of \$ 19 million per year, could be attributed to floods and droughts, with 83% being spent on flood-related care, and 17% on drought-related care.

From a human resources standpoint, support by employees and leaders at a psychological level is essential to motivate staff to implement environmental policies. The hearts and minds of the public must be engaged in environmental awareness. Employees must support environmental protection at a visceral level. It must take precedence over other goals, in the psychological schema of the individual, in order to achieve the high level of commitment needed to overcome resistance to implementation.

At the heart of commitment to environmental sustainability at the organizational level lies green orientation. Green orientation is a combination of green attitudes, and green behaviors. Given that little is known about the development, and outcomes of green orientation in the Sri Lanka Navy, we test a model in which high performance work practices, along with green human resource management, first increase green orientation, which in turn, improves employee engagement and job performance. This study employs the Ability-Motivation-Opportunity Model to provide the theoretical background for connecting the different elements of the model. This study views 1) high-performance work practices as increasing the skills and abilities of Navy personnel to successfully perform green tasks, 2) green human resource management as the source of employee motivation, and 3) employee job performance, as providing opportunities for employees to implement green projects (task performance), and volunteer to assist others to exhibit green behavior (citizenship behavior). This paper aims to seal the research gap of the mechanism by which green commitment in the form of green orientation in the Navy, influences job performance, as it is the improvement in job performance from green orientation that can motivate the Navy to meet significant national environmental challenges, such as air pollution, deforestation, and climate change.