



GREENING OF MILITARY PERSONNEL

EKOLOGIZACJA PERSONELU WOJSKOWEGO

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SUMMARY

When serving as military personnel, doing one's duty is a fundamental aspect. National security, Humanitarian Assistance and Disaster Relief (HADR) and diplomatic relations are the conventional roles of the Army, Navy and Air Force. This is evident especially during peacetime as military organizations are focused on training and development. Presently, there is an emerging trend to protect the natural environment or perform duties in relation to greening by military personnel. The main aim of this conceptual paper is to identify green orientation among military personnel. This paper also seeks to present an instrument to measure the construct of green work behavior by exploring its dimensions and elements.

KEYWORDS

green work behaviour, green orientation, military context

1. INTRODUCTION

The military, characterized by a high sense of duty, is selflessly committed to and will loyally pursue its mission or cause with focus, obedience, diligence and discipline¹. As a fully functioning shadow layer, the military consists

¹ K. Tinoco, A. Arnaud, *The transfer of military culture to private sector organizations: A sense of duty emerges*, "Journal of Organizational Culture, Communications and Conflict" 2013, No 17 (2), p. 37.

of equivalents to that of civilian offices: medical practitioners, lecturers, drivers, police officers and cooks are only a few of the roles they play very well. Nevertheless, regardless of the parallel roles they play, which include certain similarities to their civilian counterparts, a contrasting difference is observed in the military context. Redmond et al.² state that the military's principal occupation is to fight wars, but individuals differ on the level to which they are involved in direct combat³. The fact that the conventional roles of the three branches of the military (tri-forces) are national security, Humanitarian Assistance and Disaster Relief (HADR) and diplomatic relations is evidently depicted in the mission statement of the Sri Lanka Air Force: "To train, equip and deploy a Professional Air Force, exploiting our core competencies to undertake air operations in Support of National Security"⁴, the mission statement of the Sri Lanka Navy, which reads: "To maintain, train and equip a combat ready naval force capable of achieving National Security Objectives and safeguard Sri Lanka's Maritime Interests whilst nurturing a stable environment at sea"⁵ and in the motto of the Sri Lanka Army Pro Patria: "For the Father land" in Latin⁶. Organizations in the corporate world are mainly concerned about profit enhancement by increasing the level of employee job performance⁷. It is evident that military officers and servicemen/servicewomen are presumed to perform tasks that are often more demanding than the people in society in general⁸. According to Holmberg and Alvinus⁹, during peacetime, military organizations are focused on education and training at long-term military compounds or bases, where officers live on-site or on ships or in camps. As was evident in Sri Lanka during the post-civil war period, environmental conservation became a crucial task for the military. In Sri Lanka, the three branches of the military took the green initiatives. Mentioned below are three

² S. Redmond et al., *A brief introduction to the military workplace culture*, "Work" 2015, No 50 (1), pp. 9–20.

³ Ibidem.

⁴ http://www.airforce.lk/pages.php?pages=mission_vision (accessed on: 7th May 2020).

⁵ Ibidem.

⁶ *Sri Lanka Army History*, 2018, <https://www.navy.lk/neela-haritha-home.html> (accessed on: 7th May 2020).

⁷ H. Bulińska-Stangrecka, Y.A. Iddagoda, *The relationship between inter-organizational trust and employee engagement and performance*, "Akademia Zarządzania" 2020, No 4 (1), pp. 8–25; Y.A. Iddagoda, K.D. Gunawardana, *Employee engagement and perceived financial performance: a serene insight*, "International Business Research" 2020, No 10 (12), p. 88.

⁸ M. Keppetipola, A.S. Dharmasiri, *Military virtues: conceptualization and operationalization*, "Akademia Zarządzania" 2020, No 4 (1); P. Sandin, *Collective military virtues*, "Journal of Military Ethics" 2007, No 6 (4), pp. 303–314.

⁹ A. Holmberg, A. Alvinus, *How pressure for change challenge military organizational characteristics*, "Defence Studies" 2019, No 19 (2), pp. 130–148.

examples of the active participation of the three branches of the military in Sri Lanka in taking green initiatives.

Green and Blue Environment¹⁰: The Marine and Coastal resources of Sri Lanka have faced three separate yet equally severe and interactive threats. The first threat being pollution of both land and sea-based sources, which has become a grave threat to the specialized ecosystem such as mangroves, coral reefs and sea grasses. Similarly, pollution weakens the survival ability of marine plant, as well as animals. The second threat, over fishing and unsustainable extraction of resources, has a direct impact on the biomass and ecological balance of the marine environment. Urban development activities, which is the third threat, cause direct physical damage to coastal and marine ecosystem¹¹.

With its unique character and training, the Sri Lanka Navy is the perfect institution to handle such issues, and thus, resources and capabilities have been allocated to the task of establishing a sustainable environment. The former Commander of the Navy, Vice Admiral Piyal De Silva, came up with the innovative concept of Green and Blue Environment¹², which involves three categories of activities, namely: energy conservation, environment protection and waste management. The vision of the project states that it is “to establish a sustainable environment for the future generation”, and the mission of the project is “Leading and setting an example to protect, conserve and develop Green and Blue environment in the entire country”¹³. This concept successfully continues with the blessings of Commander of the Navy Vice Admiral Nishantha Ulugetenne. Navy beach cleaning programmes coincide with National Marine Resources Conservation Week in September 2020 under the patronage of the Prime Minister, Hon. Mahinda Rajapaksa, is one such example¹⁴.

Reforestation program at the catchment area: A reforestation program facilitated by the military, which was carried out at the catchment area of the Victoria Hydroelectric Power Plant located in an area under the security jurisdiction of the Security Forces (Central) in September 2019. The project

¹⁰ *Neela Haritha Sangramaya*, <https://www.navy.lk/neela-haritha-home.html> (accessed on: 7th May 2020).

¹¹ *Ibidem*.

¹² *Ibidem*.

¹³ *Ibidem*.

¹⁴ *Navy beach cleaning programmes coincide with National Marine Resources Conservation Week*, <https://news.navy.lk/neela-haritha-news/2020/09/29/202009291016/> (accessed on: 7th May 2020).

was a successful response to the request made by the Ceylon Electricity Board to the staff of the Sri Lanka Rifle Corps, supplemented and instructed by the Commander Security Forces (Central) under the supervision of the General Officer Commanding of 11 Division. The staff of the Electricity Board have also been of enormous support in making the project successful¹⁵.

'Sri Pada' Cleaning Program, conducted by the Sri Lanka Air Force (SLAF): The Sri Pada Route Cleaning program, for the 3rd consecutive year, was conducted by the Sri Lanka Air Force. The program was launched in March 2020, marking the 69th Anniversary of the Sri Lanka Air Force, with the intention of cleaning up the paths and their vicinity leading up to the summit of the 'Sripadaasthanaya', a religious shrine worshipped and visited by both local and foreign travelers¹⁶.

The pilgrimage season of 'Siri Pada', popularly known as the 'Siripa Karuna' period, begins with Uduvap Poya Day in December and continues till Vesak Poya Day in the month of May of the following year, drawing thousands of devotees from all over the country and the world. The careless and irresponsible individuals among those devotees leave a considerably large amount of waste, threatening the beauty and biodiversity of and around the site. Led by the Commanding Officer of SLAF (Sri Lanka Air Force) Combat Training School at Diyatalawa, Air Commodore Chaminda Wickramaratne, over 150 personnel joined this green mission¹⁷.

Human activities and the associated consequences have a massive impact on the ecological systems of urban areas around the globe¹⁸. According to Opatha¹⁹, still a dearth observed when it comes to scholarly work on sustainability. In a literature review by Smit²⁰, it is stated that a gap exists in research on the environmental attitude and the role of military practitioners. The military integrated environmental management initiatives discussed above are powerful evidence that the Sri Lankan military forces have been capable of bridging this gap to a certain extent. However, there is still

¹⁵ *Military assistance to protect the nature*, <https://alt.army.lk/sfhqcentral/content/military-assistance-protect-nature-0> (accessed on: 7th May 2020).

¹⁶ *SLAF conducts 'Sri Pada' cleaning program for 3rd consecutive year*, <http://airforce.lk/news.php?news=4523> (accessed on: 7th May 2020).

¹⁷ *Ibidem*.

¹⁸ A.A. Dipeolu, E.O. Ibem, *Green infrastructure quality and environmental sustainability in residential neighbourhoods in Lagos, Nigeria*, "International Journal of Urban Sustainable Development" 2020, pp. 1–16.

¹⁹ H.H.D.N.P. Opatha, *Sustainable Human Resource Management. Expanding horizons of HRM*, University of Sri Jayewardenepura 2019.

²⁰ H.A. Smit, *Shaping the environmental attitude of Military Geography students at the South African Military Academy*, "Journal of Geography in Higher Education" 2009, No 33 (2), pp. 225–240.

an intellectual curiosity within us to know about the 'greening of military personnel'. This intellectual curiosity leads to the research objectives given below.

1. To identify the green orientation among military personnel.
2. To develop an instrument to measure the construct of green work behavior.

2. METHOD

Desk research was conducted as an attempt to answer the above-mentioned research questions. This was mainly based on research papers available in databases such as Sage, Taylor and Francis Online, Springerlink, Science Direct, JSTOR, Wiley Online Library and Emerald, as well as articles in Google Scholar. Several scholarly books and well-known dictionaries were also referred to. In order to find details about the military context, official web sites of military context available to the public were also referred to. This desk research included a review of existing literature available to the authors of this study.

3. GREEN ORIENTATION OF MILITARY PERSONNEL

Opatha and Arulrajah²¹ emphasize that 'Green' is synonymous with 'environment'. The most valuable asset for an organization is its human resource, or the employee²². As Haddock-Millar et al.²³ points out, the role and responsibility of the employee is to be considered in the successful alignment and integration of Green activities into the strategic aims of the organization. Arulrajah et al.²⁴ mention that in the Green HRM context, jobs can be

²¹ H.H.D.N.P. Opatha, A.A. Arulrajah, *Green human resource management: Simplified general reflections*, "International Business Research" 2014, No 7 (8), p. 101.

²² Y.A. Iddagoda, H.H. Opatha, *Relationships and mediating effects of employee engagement. An empirical study of managerial employees of Sri Lankan listed companies*, "SAGE Open" 2020, No 10 (2), p. 2158244020915905; H.H.D.N.P. Opatha, H.H.D.P.J. Opatha, *Internality and job involvement: an empirical study of senior managers in Sri Lanka*, "International Journal of Arts and Commerce" 2019, No 8 (5), pp. 35–45.

²³ J. Haddock-Millar, C. Sanyal, M. Müller-Camen, *Green human resource management: a comparative qualitative case study of a United States multinational corporation*, "The International Journal of Human Resource Management" 2016, No 27 (2), pp. 192–211.

²⁴ A.A. Arulrajah, H.H.D.N.P. Opatha, N.N.J. Nawaratne, *Employee green performance of job: a systematic attempt towards measurement*, "Sri Lankan Journal of Human Resource Management" 2016, No 6 (1), pp. 37–62.

placed into two categories, i.e. green jobs and other jobs. Arulrajah et al.²⁵ further mention that ‘green jobs’ are the jobs which are directly related to the environmental issues of the company, i.e. environmental manager and forestry officer. ‘Other jobs’ are those with a higher potential to contribute to the environmental performance of the organization, but they are not straightforwardly related to the environmental management function of the organizations in the view of Arulrajah et al.²⁶. The primary responsibilities of military personnel revolve around safeguarding the sovereignty of a country or state, assisting in maintaining law and order and thereby ensuring internal peace and protecting its citizens and all of its resources²⁷.

Wang and Wu²⁸ state that at present, an Environmental Management System has become one of the most widely used environmental management tools all over the world. Wang and Wu (2013), along with Oglanis²⁹ and Loizidou³⁰, further emphasize the fact that when it comes to the defense sectors in Canada, France, Ireland, Spain and South Africa, integration of environmental management into military activities is one of their prime concerns.

Smit³¹ states that: “This integration of environmental management into the day-to-day activities of the Department of Defence (DoD) led to an approach of military integrated environmental management. The aim of this integration was ‘to ensure the environmental sustainable management of facilities and activities’ (Godschalk, 1998, p. 2), and it can be summarized in the term ‘Green Soldiering’ (Godschalk, 2000, p. 35)”.

The researchers are of the view that the term ‘Green Soldiering’ is limited to the Army. The meaning of ‘military’, according to the *Pocket Oxford English Dictionary*³², is defined as “the armed forces of a country”. Table 1 depicts an overview of service members, while Appendix A presents the rank structure of military branches. Hence, the best term to be used is “green military personnel”, as it represents all three forces.

²⁵ Ibidem.

²⁶ Ibidem.

²⁷ H.B. Magagula, *Military integrated environmental management programme of the South African National Defence Force*, “South African Geographical Journal” 2019, No 102 (2), pp. 1–20.

²⁸ X.H. Wang, W. Wu, *A review of environmental management systems in global defence sectors*, “American Journal of Environmental Sciences” 2013, No 9 (2), pp. 164–181.

²⁹ Ibidem.

³⁰ A. Oglanis, M. Loizidou, *Study of environmental management systems on defence*, “Global Journal of Environmental Science and Management” 2017, No 3 (1), pp. 103–120.

³¹ H.A. Smit, *Shaping the environmental...*, op. cit., pp. 225–240.

³² *Pocket Oxford English Dictionary*, Oxford University Press, Oxford 2007.

Table 1. Overview of service members of the three branches of the military

| Branch | Service members |
|-----------|-----------------|
| Army | Soldier |
| Navy | Sailor |
| Air force | Airmen/Airwomen |

Sources: own elaboration.

4. GREEN BEHAVIOR

The *Pocket Oxford English Dictionary*³³ provides meanings for the word ‘green’ as the color between blue and yellow in the spectrum; colored like grass. Another meaning of ‘green’ is concerned with or supports the protection of the environment. The authors consider green³⁴ and greening³⁵ as related to the natural environment or nature.

Opatha³⁶ has defined “green behavior” as the extent to which a particular employee takes actions in respect of greening. The *Birmingham University English Language Dictionary*³⁷ defines “behavior” as the way they act in general, especially in relation to the situation they are in or the people they are exposed to. Dunham³⁸ has identified that behaviors related to organizational participation, effort, performance and productivity are important to an organization. Activities in behavior depend on the concept; in green behavior, there are green activities. Opatha³⁹ discusses two main categories of green behavior: (1) Green personal behavior and (2) Green work behavior.

³³ Ibidem.

³⁴ H.A. Smit, *Shaping the environmental...*, op. cit., pp. 225–240; J. Haddock-Millar, C. Sanyal, M. Müller-Camen, *Green human resource management...*, op. cit., pp. 192–211; H.H.D.N.P. Opatha, A.A. Arulrajah, *Green human resource...*, op. cit.; D.W.S. Renwick, T. Redman, S. Maguire, *Green Human Resource Management: A review and research agenda*, “International Journal of Management Reviews” 2013, No 15, pp. 1–14.

³⁵ H.H.D.N.P. Opatha, A.A. Arulrajah, *Green human resource...*, op. cit.; O. Boiral, *Greening the corporation through organizational citizenship behaviors*, “Journal of Business Ethics” 2009, No 87, pp. 221–236.

³⁶ H.H.D.N.P. Opatha, H.H.D.P.J. Opatha, *Internality and job involvement...*, op. cit., pp. 35–45.

³⁷ *Birmingham University International Language Database (Cobuild) English Language Dictionary*, Collins, London 1987.

³⁸ R.B. Dunham, *Organizational behaviour, people and processes in management*, Irwin, Illinois, 1984, pp. 50–51.

³⁹ H.H.D.N.P. Opatha, *Sustainable human resource...*, op. cit.

4.1. GREEN PERSONAL BEHAVIOR

The extent to which an employee takes positive actions in respect of greening in personal life is the definition provided by Opatha⁴⁰ when the employee may engage green personal behavior at home and or at places other than the work place.

4.2. GREEN WORK BEHAVIOR

According to Opatha⁴¹, there are three aspects of green work behavior, i.e. green organizational citizenship behavior, green interpersonal citizenship behavior and green official behavior. Opatha⁴² states that certain aspects in Green behavior, such as green organizational citizenship behavior (GOCB) and green interpersonal citizenship behavior (GICB), are non-official and voluntary in nature.

The view of Rusu and Baboş⁴³ is that organizational citizenship behavior is not an express requirement of the job description; a person who does not choose to manifest it may not be punished. Led and instructed by the Commander of the Air Force, Air Marshal Sumangala Dias, the Sri Lanka Air Force (SLAF), blood donation campaigns have been conducted at various SLAF establishments⁴⁴. The Sri Lanka Army and Sri Lanka Navy have also been involved in conducting blood donation campaigns, following the instructions of their respective Commanders for the purpose of providing the required blood stocks to the National Blood Transfusion Service during the Covid-19 curfew in the year 2020. One may raise an argument justifying the above acts that military is all about discipline, orders and punishments. However, the fact as to whether the military leaders order a subordinate to give blood when Sri Lanka is in need is a question to which there is only one simple answer: “no”. Although the military leader may explain the situation in the country, compiling outside his jurisdiction. It is the military personnel that makes the decision whether to donate; for bring altruistic. According to

⁴⁰ Ibidem.

⁴¹ Ibidem.

⁴² Ibidem.

⁴³ R. Rusu, A. Baboş, *Organizational citizenship behaviour in military organization*, “International Conference KNOWLEDGE-BASED ORGANIZATION” 2015, No 21 (1), pp. 272–276.

⁴⁴ *SLAF extends support to National Blood Transfusion Service*, <http://www.airforce.lk/news.php?news=4538> (accessed on: 7th May 2020).

Rusu and Baboş⁴⁵, one aspect of 'military organizational citizenship behavior' is altruistic.

4.2.1. GREEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Pio and Lengkong⁴⁶ state that organizational citizenship behavior (OCB) is very important to support the effectiveness of organizational functions, especially in the long term. Opatha⁴⁷ defines green organizational citizenship behavior (GOCB) as the extent to which the employee engages in positive actions aimed at helping the organization as a whole to achieve greening. Organ⁴⁸ defines organizational citizenship behavior as 'individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization'. Opatha⁴⁹ mentions that green organizational citizenship behavior is behavior that is above and beyond the call of green duty, and states that it is the willingness of employees to engage in discretionary behaviors that help the organization to achieve its goal of environmental sustainability.

An employee who has a high level of green organizational citizenship behavior willingly performs more than what he/she is supposed to perform as per the job description for the success of greening. One of the best examples that researchers refer to is the Sri Lanka Navy, of which every officer possesses baseline characteristics such as loyalty as a military virtue, professional skill, administrative ability, psychological quality and leadership, etc. These baseline characteristics make future officers a group of strong persons fit for their branches.

Opatha states that "Green organizational citizenship behavior includes volunteering for extra green assignments, exercising a high level of creativity and innovation on greening within the organization. It is possible for the employee to engage in positive actions aimed at helping the organization a whole to achieve greening under four roles, i.e. preservationist, conservationist, non-polluter and maker"⁵⁰.

⁴⁵ R. Rusu, A. Baboş, *Organizational citizenship behaviour...*, op. cit.

⁴⁶ R.J. Pio, F.D.J. Lengkong, *The relationship between spiritual leadership to quality of work life and ethical behavior and its implication to increasing the organizational citizenship behavior*, "Journal of Management Development" 2020, No 39 (3).

⁴⁷ H.H.D.N.P. Opatha, *Sustainable human resource...*, op. cit.

⁴⁸ D.W. Organ, *Organizational citizenship behavior. The good soldier syndrome*, Lexington Books/DC Heath and Com, Lexington 1988.

⁴⁹ H.H.D.N.P. Opatha, *Sustainable human resource...*, op. cit.

⁵⁰ Ibidem.

A preservationist tries to keep the natural environment in its original form and protect it from harm, loss or negative change. He/she is also keen on preservation of the natural environment in the view of Opatha and Arulrajah⁵¹. According to Opatha and Arulrajah⁵², a conservationist uses the natural environment at a minimum level so that future generations will be able to utilize it. These two researchers further state that a non-polluter tries to avoid or minimize environmental pollution.

Opatha and Arulrajah⁵³ propose that a 'maker' is involved in the cultivation of gardens and natural places; creating parks and places with plants, trees and grass comes under this category. Boosting oxygen levels and reducing harmful pollutants, which include carbon dioxide and carbon monoxide, can be done by enhancing indoor greenery. Employees can be individually encouraged to maintain office desk, while assigning teams of employees to maintain roof-top gardens or outdoor gardens within the office premises. Plants and greenery in and around the office not only enhance the physical beauty of the workspaces but also the overall atmosphere; reducing stress and anxiety are extra advantages. One of the best examples in this regard is "Green Base – One Plant for One Sailor", the tree plantation program conducted by the Sri Lanka Navy.

All naval personnel, via the "Green Base – One Plant for One Sailor" program, have been given a chance to experience and understand the sustainable tree plantation activities while promoting environmental protection and a green environment within the naval bases of the Northern Naval Command. A total of 540 saplings, including 300 Coconut, 100 Jack, 100 Tamarind, 20 Mahua (Mee) and 20 Neem (Kohomba), were planted at the commencement of this program, which took place in July 2019. Under this project, each sailor of the base is given the opportunity to plant a sapling, maintain it and hand over the responsibility of the plant to his heir when he is transferred out of the base. The new concept intends to preserve the plants and ensure their continual growth⁵⁴.

⁵¹ H.H.D.N.P. Opatha, A.A. Arulrajah, *Green human resource...*, op. cit.

⁵² *Ibidem*.

⁵³ *Ibidem*.

⁵⁴ "Green Base – One Plant for One Sailor" tree plantation programme commences in Northern Naval Command, <https://news.navy.lk/event-news/2019/07/01/201907011900/> (accessed on: 27th October 2020).

4.2.2. GREEN INTERPERSONAL CITIZENSHIP BEHAVIOR

Opatha⁵⁵ defined green interpersonal citizenship behavior (GICB) as the extent to which the employee engages in positive actions aimed at helping specific co-employees to do their green work. Opatha⁵⁶ explicitly point out how these positive actions do not fall under the job requirements or description but under voluntary acts that help an employee participate in and perform their green work. Voluntary green helps of the employees extend to non-peers, such as superiors, subordinates and other stakeholders, as well. Teaching, motivating and assisting others in spreading greening are, as Opatha⁵⁷ has identified, the key aspects of green interpersonal citizenship behaviors. Under the initiative and leadership of the Commander of the Army, Lieutenant General Shavendra Silva, the Mega Island-wide Beach Cleaning Project, i.e. an island-wide beach clean-up project, is carried out. Organized by the Sri Lanka Army, the project is considered one of its key core Corporate Social Responsibility (CSR) projects, conducted in collaboration with the Marine Environmental Protection Authority (MEPA), affiliated with the National Coastal and Marine Resources Conservation program. The project has been assisted by more than 2,300 personnel and state employees all over the country who volunteered. As the “chief architect” of the project, the Commander of the Army, Lieutenant General Shavendra Silva, and his two daughters, several Senior Officers and Other Ranks gathered at Crows Island (Kaaka Dupatha) beach in Muttuwal, Modera, to launch the mega project, which covers the coastal belt around the country⁵⁸. Providing examples for green interpersonal citizenship behaviors, Opatha identifies green interpersonal citizenship behaviors⁵⁹ as those stimulating others to become green, influencing others and making efforts to influence others to become green, performing green works that are outside their work description and attempting to be an example on greening. Here, the Commander of the Army provides an example for this.

⁵⁵ H.H.D.N.P. Opatha, *Sustainable human resource...*, op. cit.

⁵⁶ Ibidem.

⁵⁷ Ibidem.

⁵⁸ *Mega island-wide beach cleaning project gets underway with Commander's initiative*, <https://www.army.lk/news/mega-island-wide-beach-cleaning-project-gets-underway-commanders-initiative> (accessed on: 27th October 2020).

⁵⁹ H.H.D.N.P. Opatha, *Sustainable human resource...*, op. cit.

4.2.3. GREEN OFFICIAL BEHAVIOR

The third aspect of green behavior, green official behavior (GOB), officially requires certain duties in relation to greening to be performed. Certain aspects in Green behavior, such as GOCB and GICB, are non-official and voluntary in nature, while Green official behavior is, by the sense of the word, “official”, which is evident in the definition provided by Opatha⁶⁰, i.e. “green official behavior is the extent to which the employee engages in official duties assigned by the superior with regard to greening”. Official duties of greening may include specific policies, procedures and rules to be followed by an employee to reduce wastage and remove wastes and to reduce environmental pollution.

Unlike the green behaviors discussed earlier, i.e. GOCB and GICB, the official engagement of an employee is not voluntary, but it is an official duty required to be performed in relation to greening. While first and second types of green work behaviors are considered non-official, the third falls under the official category. According to Opatha⁶¹, official duties of greening may include, but are not limited to, the following specific policies, procedures and rules in order to reduce wastage and remove wastes and to reduce environmental pollution.

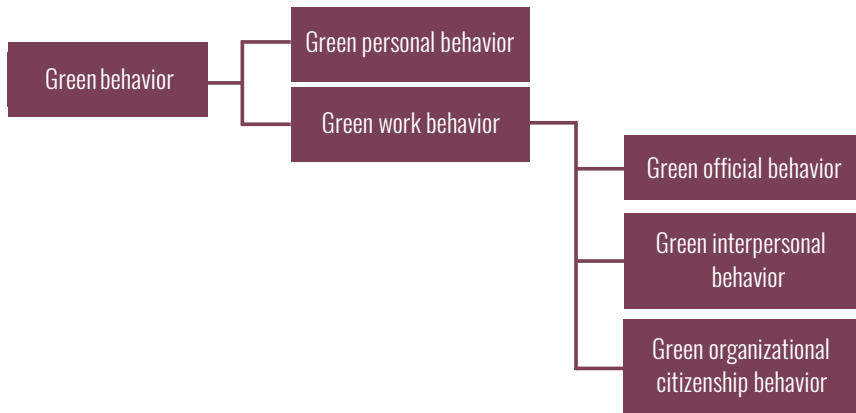
As the largest naval base of the Sri Lanka Navy, located in a natural harbor on the eastern coast of Sri Lanka, the Sri Lanka Naval Dockyard spreads out over 850 acres, of which two thirds consist of natural ‘green’ forest cover surrounded by the sea. Hence, the Naval Dockyard has initiated conservation of its marine environment and ecosystem within the Dockyard premises and in the sea area that surrounds it. As a result, the ‘Domain of Green and Blue’ was initiated on Jun 21, 2019 by the Commander of the Navy, Vice Admiral Piyal De Silva, by which the Naval Dockyard was declared a ‘Domain of Green and Blue’ in order to set an example and influence the community to promote green and blue domains and mitigate the human impact on the global environment⁶².

⁶⁰ Ibidem.

⁶¹ Ibidem.

⁶² Naval Dockyard, *Trincomalee declared a Domain of Green and Blue*, <https://news.navy.lk/eventnews/2019/06/21/201906211000/> (accessed on: 27th October 2020).

Figure 1. Green behavior



Source: based on H.H.D.N.P. Opatha, *Sustainable Human Resource Management. Expanding horizons of HRM*, University of Sri Jayewardenepura 2019.

5. TOWARDS AN INSTRUMENT OF MEASURING THE CONSTRUCT OF GREEN WORK BEHAVIOR

Sekaran and Bougie⁶³ point out that proper conceptualization and operationalization support the content validity. The working definition of ‘green work behavior’ is: ‘The extent to which a particular employee takes actions in respect of greening in work life’⁶⁴. Opatha⁶⁵ identified that there are three aspects of green work behavior, i.e. green organizational citizenship behavior, green interpersonal behavior and green official behavior. The researchers of this study identified green organizational citizenship behavior, green interpersonal behavior and green official behavior as the dimensions of the construct of green work behavior. The identified dimensions and elements of the construct of green work behavior among the military personnel are presented in Table 2.

⁶³ U. Sekaran, R. Bougie, *Research methods for business: A skill building approach*, John Wiley, Chichester, West Sussex 2016.

⁶⁴ H.H.D.N.P. Opatha, *Sustainable human resource...*, op. cit., s. 54–59.

⁶⁵ *Ibidem*.

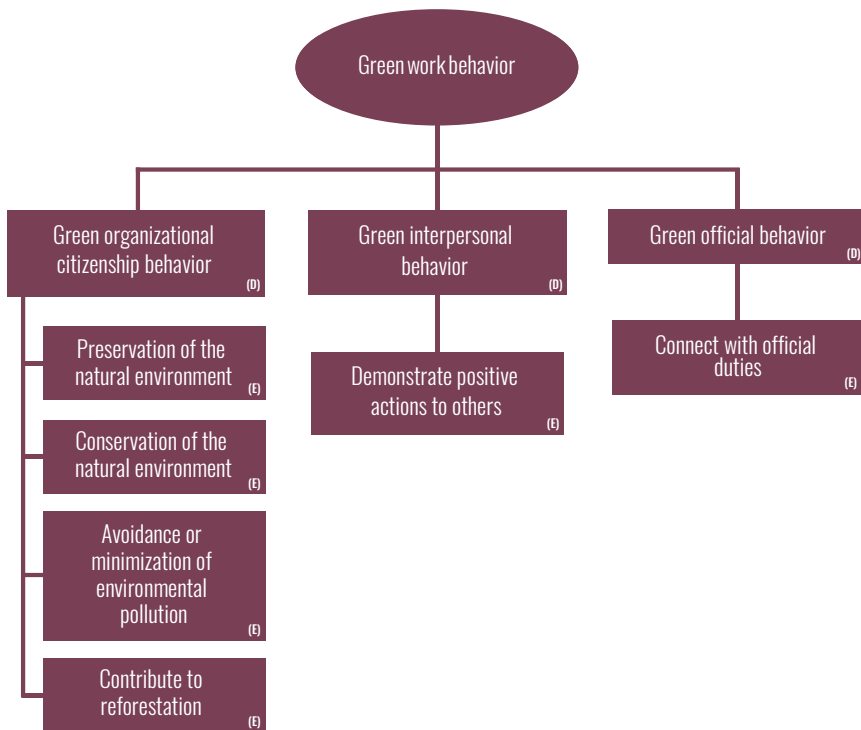
Table 2. Dimensions and elements of the construct of green work behaviour

| Dimension | Element | Question statement |
|---|---|---|
| Green organizational citizenship behavior | Preservation of the natural environment | I keep the natural environment, i.e. land, forests, plants, animals and other natural phenomena, in its original form or negative change. |
| | Conservation of the natural environment | When I am utilizing natural resources, i.e. water, land, forest, oil, mineral, I keep in my mind that future generations will also need to use it. |
| | Avoidance or minimization of environmental pollution | With my activities, every time I try to minimize or avoid polluting the natural environment, i.e. land, forests, plants, animals and other natural phenomena. |
| | Contribute to reforestation programs and create gardens | I plant trees in suitable places (garden and park, etc.) whenever it is possible. |
| I actively participate in the reforestation programs. | | |
| Green interpersonal behavior | Demonstrate positive actions to others | I voluntarily help others (superiors, subordinates and other stakeholders i.e. societies) to do their green activities (environmental protection activities). |
| Green official behavior | Connect with official duties | I energetically take on the official duties assigned by the superior with regard to greening. |

Source: created by authors.

In Figure 2, (D) stands for dimension, and (E) stands for element for the variable/construct of green work behaviour.

Figure 2. Dimensions and elements of the variable of 'green work behavior'



Source: created by authors.

6. CONCLUSION

This article sheds light on the greening of military personnel. The researchers of the study have identified three dimensions of the construct of the 'green work behavior' of military personnel. Green organizational citizenship behavior, Green interpersonal behavior and Green official behavior are the three identified dimensions. Relevant certain elements have been explored for each dimension, and question statements of the questionnaire/instrument were presented.

STRESZCZENIE

Kluczowym elementem aktywności zawodowej żołnierzy w armii jest służba. Bezpieczeństwo narodowe, pomoc humanitarna i pomoc w przypadku katastrof oraz stosunki dyplomatyczne to konwencjonalne role trzech sił zbrojnych: wojska, marynarki wojennej i sił powietrznych. Jest to widoczne zwłaszcza w czasie pokoju, kiedy organizacje wojskowe koncentrują się na szkoleniu żołnierzy i rozwijaniu swoich sił. Obecnie pojawia się tendencja do ochrony środowiska naturalnego lub wykonywania przez personel wojskowy obowiązków związanych z ekologizacją. Głównym celem niniejszego opracowania jest określenie zrównoważonej orientacji wśród personelu wojskowego. Niniejszy artykuł ma również na celu zaprezentowanie narzędzia do pomiaru zachowań związanych z ekologizacją, jakim jest badanie jej poszczególnych wymiarów i elementów.

SŁOWA KLUCZOWE

zrównoważone zachowania zawodowe, zrównoważona orientacja, ekologizacja personelu, kontekst wojskowy

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APPENDIX A

| Commissioned Officers – Sri Lanka Army | Commissioned Officers – Sri Lanka Navy | Commissioned Officers – Sri Lanka Air Force |
|---|---|--|
| General | Admiral | Air Chief Marshal |
| Lieutenant General | Vice Admiral | Air Marshal |
| Major General | Rear Admiral | Air Vice Marshal |
| Brigadier | Commodore | Air Commodore |
| Colonel | Captain | Group Captain |
| Lieutenant Colonel | Commander | Wing Commander |
| Major | Lieutenant Commander | Squadron Leader |
| Captain | Lieutenant | Flight Lieutenant |
| Lieutenant | Sub-Lieutenant | Flying Officer |
| 2nd Lieutenant | Acting Sub-Lieutenant | Pilot Officer |

Source: Corresponding ranks, http://www.airforce.lk/corresponding_ranks.php (accessed on 27th October 2020).

APPENDIX B

Instrument/questionnaire of green work behaviour

1. I keep natural environment i.e. land, forests, plants, animals and other natural phenomena in its original form or negative change.
2. When I am utilizing natural resources i.e. water, land, forest, oil, mineral, I keep in my mind that future generations will also need to use it.
3. With my activities every time I try to minimize or avoid polluting the natural environment i.e. land, forests, plants, animals, and other natural phenomena.
4. I plant trees in suitable places (garden and park etc.) whenever it is possible.
5. I actively participate in the reforestation programs.
6. I voluntary help others (superiors, subordinates and other stakeholders i.e. societies) to do their green activities (environmental protection activities).
7. I energetically take on the official duties assigned by the superior with regard to greening.