

# Green orientation: conceptualisation and operationalisation

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## Abstract

As the dawn of the millennium, growing academic attention has emerged to eco-friendliness as well as subject areas which are related to greening. It is evident that not only the business context but also the military context become eco-friendly and hope to become more educated about that. Conserving natural resources such as water, air, land, and fuel for the military becomes more effective on and off the battleground. The aim of this study is to offer a workable definition of green orientation and to develop a validated and well-adapted instrument for measuring green orientation. Desk research is the method of the study. A working definition of the construct of green orientation developed through a proper conceptualization. An instrument of green orientation developed through an accurate operationalization.

## Key words

green orientation, green attitude, green behaviour

## Introduction

Doing one's duty is critical when serving in the military. The traditional tasks of the tri-forces, notably the Army, Navy, and Air Force, include war, law enforcement, and diplomatic affairs. According to Godschalk [1998], as stated in Smit [2009], the United States Department of Defence's (DoD) integration of environmental management into day-to-day activities resulted in a military integrated environmental management strategy. During peacetime, military organizations are clearly focused on training and growth [Iddagoda et al., 2020]. Military personnel has a growing tendency to conserve the natural environment or conduct responsibilities related to greening [Iddagoda et al., 2020]. Iddagoda et al. [2022] state that every military person should be aware of military drill and parade procedures, be physically fit to undertake heavy physical activities etc. These aspects assure the "Military outlook" of any military person. The view of the researchers of the study is that military personnel should be armed with green consciousness as well. Three examples of the Sri Lanka Navy actively participating in green efforts are listed below.

In Galle, the Navy participates in a beach clean-up programme: the Navy participates in beach clean-ups regularly to keep plastic and polythene garbage out of the water. The beach cleaning effort was carried out recently by Navy troops from the Southern Naval Command's Sri Lanka Navy Ship (SLNS) Dakshina and Nipuna, with the help of local citizens. With the clearance of plastic and polythene rubbish gathered in beach regions of Dewata, Galle fisheries port, Galle Fort, Dadella, and Gintota estuary, the effort restored the beach's beauty [Navy takes part in beach cleaning programme in Galle, 2022].

Navy launches tree planting campaign in Panama: On the 27th of December 2021, the Sri Lanka Navy initiated a tree-planting operation in the Panama region under the supervision of Commander South-eastern Naval Area, Rear Admiral Pradeep Rathnayake. The Navy is involved in a wide range of environmental conservation programmes to conserve animals and increase biodiversity, as directed by the Commander of the Navy, Vice Admiral Nishantha Ulugetenne. During this tree-planting exercise, approximately 1200 mangrove plants and numerous other ecologically significant seedlings were planted. As part of this timely effort, over 500 mangrove saplings were planted in the Panama Lagoon, and around 700 saplings of 'Thimbiri,' 'Mee,' 'Kumbuk,' 'Koon,' and 'Naa' were planted throughout Panama's land area [Navy launches tree planting campaign in Panama, 2021].

Navy plants 5000 mangrove seedlings in Jaffna Peninsula lagoons: The last phase of the 5000 mangrove sapling planting programme in Jaffna Peninsula lagoons

kicked off on 17<sup>th</sup> October 2021, at the Ponnale lagoon, under the patronage of Commander Northern Naval Area Rear Admiral Priyantha Perera. The timely endeavour began on 3<sup>rd</sup> October 2021, in the Kilali lagoon in Jaffna, as part of the Navy's Mangrove Protection Project, initiated by the Northern Naval Command and aimed to plant 5000 mangrove saplings for lagoon ecosystem conservation in the area. As a result, on the 17<sup>th</sup> of October, the final part of this two-week mangrove planting initiative came to a successful conclusion with an event in Ponnale lagoon, held under the command of Commander Northern Naval Area [Navy plants 5000 mangrove saplings in lagoon areas of Jaffna Peninsula, 2021].

The study's research goals are: (1) to offer a working definition of green orientation; and (2) to develop a validated and well-adapted instrument/questionnaire for measuring green orientation.

## **1. Method**

The desk research method was used as a method to review the literature. The objectives of this paper are: to offer a working definition of green orientation, and to develop a validated and well-adapted instrument/questionnaire for measuring green orientation. In order to get the data, the databases such as Taylor and Francis Online, Sage, SpringerLink, ScienceDirect, Wiley Online Library, JSTOR, and Emerald were used when searching for articles. And also, appropriate parts of many reliable and reputed websites and books were studied in detail.

## **2. Conceptualization of the construct of green orientation**

### **2.1. Orientation**

Researchers in the past have defined orientation as a primary consciousness or underlying philosophy that influences how firms conduct their internal and external activities [Shaharudin et al., 2015]. In other words, the view of Shaharudin et al. in 2015 is that orientation about how firms believe and respond to the conditions of the business environment. Shaharudin et al. [2015] further express that it is considered the organizational culture and disposition to meet certain objectives. Zhang et al. [2021] state that diversity within the green movement can be studied based on subjective dimensions dealing with green values, attitudes, preferences, perceptions, and choices.

## 2.2. Green

Green is linked with ‘environment,’ according to Opatha and Arulrajah [2014]. According to Fok et al. [2012], greening encompasses all green actions such as waste reduction, the use of environmentally friendly products, and the provision of organic food. In the context of Green HRM, Arulrajah et al. [2014] state that occupations may be divided into two categories: green jobs and other jobs. ‘Green jobs,’ according to Arulrajah et al. [2014], are occupations that are directly tied to the company’s environmental challenges, such as environmental manager and forestry officer. ‘Other jobs,’ according to Arulrajah et al. [2014] are those having a higher potential to contribute to the organization’s environmental performance but are not directly tied to the environmental management function of the organization. The employee’s role and duty must be addressed when successfully aligning and integrating Green activities into the organization’s strategic goals [Haddock-Millar et al., 2016; Bułńska-Stangrecka and Bagińska, 2021].

An employee’s typical working hours are roughly eight hours per day, five days per week. As a result, the organization or “workplace” may play a significant role in “becoming green.” Implementing “green practices” will almost certainly lead to the establishment of habits inside the organization. When employees fulfil their social responsibilities, they eventually put these “green practices” into action by informing society and their loved ones about the necessity of following these “green practices” for a better environment and, as a result, a better tomorrow. According to Godschalk [1998], as referenced in Smit [2009], the United States Department of Defence (DoD)’s day-to-day actions assure the ecologically sustainable management of facilities and activities. It may be summarised in the term ‘Green Soldiering,’ according to Godschalk [1998], as mentioned in Smit [2009].

An employee becomes a “green employee” in certain situations. Opatha and Arulrajah [2014], two academics, emphasize the importance of four responsibilities in becoming a green employee: “preservationist,” “conservationist,” “non-polluter,” and “creator.” According to them, a green employee is a nature lover who fulfils the four duties that a “green employee” must fulfil.

‘Preservationist’; Land, woods, plants, animals, and other natural occurrences within the natural environment are examples of things that are neither created nor controlled by humans, according to Opatha and Arulrajah [2014]. Much of the fossil fuel energy needed is obtained through costly energy imports, indicating the need to limit energy imports through replacement with renewable energy sources [Iddagoda et al., 2020b]. An employee must safeguard the natural environment from injury,

loss, or negative change while maintaining it in its original state. One of 'preservationists' concerns is that companies may now be more collaborative, streamlined, and efficient thanks to technological advancements such as digital and cloud computing. Using basic desktop apps like Microsoft Office or Google Drive for project coordination or workforce management, or investing in digital HR and payroll software, lowers the use of paper and ink and encourages an eco-friendly culture. Reduced use of products such as paper conserves natural resources such as forests. By introducing the Integrated Logistics Management System (ILMS), Electronic Payroll System (E-Pay), Online Personnel Appraisal System, and online personal applications, the Sri Lanka Navy has converted many day-to-day administrative correspondents and directives into paperless practices. Aside from that, all discarded papers, regardless of their format, are directed to the Naval Dockyard Trincomalee's recycling plant, and produced file covers, menu cards, and invitation cards are all commonplace.

Being a 'non-polluter' is another step the 'green employee takes. This according to Opatha and Arulrajah [2014] entails preventing or reducing environmental pollution, as well as water, air, and atmospheric pollution, which are all important aspects of this notion. Because unpleasant and dangerous chemicals and wastes are major polluters, they should be avoided at all levels of government so that the final result does not threaten the world where people and non-humans dwell. As everyone is aware, CFL bulbs contain dangerous compounds and a trace quantity of mercury. Because so many CFL bulbs are discarded in an office setting, personnel should ensure that each is properly disposed of to avoid land and water pollution. In the Sri Lanka Navy, the Navy's Eastern Command in Navy Cantonment Trincomalee has implemented non-pollutant rules as a pilot area, with other Naval commands following suit. All crew moves on the 450-hectare site are done on push bicycles as a measure. Bicycle parks are designated areas where people who need to commute from one location to another may rent a bicycle and leave it in their next destination park while they go about their business. The Dockyard workshop employs electric vehicles for workshop transportation, such as machinery and replacement components. Aside from that, the wasted bathroom water is pumped to a treatment facility and repurposed for gardening or other reasons.

Another job proposed by Opatha and Arulrajah [2014] is that of 'maker,' which entails the development of gardens and natural areas, such as parks and places with plants, trees, and grass. Plants may simply be used to enhance the general ambience and decrease tension and anxiety in the workplace. Greenery in the home may increase oxygen levels while lowering hazardous pollutants like carbon dioxide. Employees can be allocated to manage roof-top gardens or outdoor gardens on the office

grounds as a team, with incentives to bring a desk plant and carefully care for it, which can be tied to the performance assessment system. Apart from that Navy largely contributes to the national endeavour of mangrove plantation and preservation in beaches and lagoon areas and replanting of corals in the designated coral reefs. Trincomalee's Naval base has been declared a sanctuary and protected area where wildlife can enjoy freely and with protected greenery of nearly 800 acres.

An employee must also play the role of a 'conservationist'. As Opatha and Arulrajah [2014] state, the conservation of the natural environment requires being meticulous and mindful in using the natural resources so that they remain safe for future generations. One way of being a 'conservationist' is reusing everyday items without disposing of them. It is a well-known truth that most countries dispose of away a significant number of plastic cups, plates, bottles, and other items each year. This waste-producing practice should be discouraged in workplaces, with staff encouraged to utilize reusable cups, eco-friendly lunch boxes, and other environmentally friendly alternatives. Company swag, such as mugs and eco-friendly lunch boxes, are excellent ways to promote conservation on a corporate level. Sri Lanka is the fourth-largest polluter of plastics on its beaches and riverbanks. Apart from adopting environmentally friendly practices, the Sri Lanka Navy is a major player in beach cleaning, collaborating with other government, non-governmental, and co-operate sector organizations to recycle plastic bottles to produce the most expensive sports garments, with the help of MAS Holdings Private Limited. The Sri Lanka Navy General Hospital in Colombo has been named and awarded the country's greenest hospital in recent years.

### **2.3. Green orientation**

Putting into reality ecologically responsible behaviour that is also respectful of its three purposes, according to Viola and Marinelli [2014]. They are the supply of natural resources, metabolization of pollutants, and protection of landscape and nature.

Since the 1970s, public awareness about environmental concerns has grown in Western Europe and North America [Dunlap and Scarce, 1991]. Manufacturers are rapidly innovating processes to fulfil customers' green criteria, according to Nguyen et al [2020]; yet, little is known about the influence on performance and the contextual conditions in which they are successful. According to Hong et al. [2009], companies with a strong green orientation think about the entire supply chain and aim to rethink their manufacturing and delivery processes to ensure supply chain sustainability. According to Meskhi et al. [2020], Europe has chosen a path toward green

growth, as evidenced by the Green Pact, which declares Europe to be a “carbon neutral territory by 2050.” Meskhi et al. [2020] say that this approach is naturally mirrored in the activity of businesses and the societal value system, affecting consumer attitudes.

According to Cozzio et al. [2018], this approach naturally manifests itself in the activity of businesses as well as in the social value system, affecting consumer attitudes. According to Perron et al. (2001), three sorts of green orientations emerge: “ecologism,” “mainstream environmentalism,” and “market environmentalism.” Global ecologism might be viewed as a northern ideology aimed at persuading poor nations to cease using their natural resources, a policy that has the unintended consequence of keeping southern populations destitute [Salih, 1997].

According to Perron et al. [2001]: “To verify if the bio=anthropocentrism debate has a differentiating impact, two variables measuring the degree of biocentrism have been connected to the typology. As expected, there was no difference between ecologists, mainstream environmentalists, and market environmentalists (Quebecois or Costa Ricans), with p values derived from F tests all being larger than .05 (from .150 to .853).”

According to Perron et al. in 2001, general views of climate change and particular attitudes regarding policy alternatives relating to global warming are contrasted based on these orientations and national origin. According to Fok et al. [2012], the green movement’s objective is to provide a clean, ethical, and safe environment for humans and other living beings, which might need the efforts of all individuals, companies, and governments on the planet.

In order to have a high degree of green behaviour, a person must also have a high level of green attitude. The attitude-behaviour connection, or the relationship between attitudes and behaviour, is known as attitude-behaviour correspondence [Opatha, 2015]. In general, attitudes predict behaviour, hence attitudes and behaviour are intertwined [Opatha, 2015]. Green orientation, according to the researchers, is a mix or combination of green attitudes and behaviours. Adopting green practices and environmentally beneficial behaviours is characterized as having a green orientation.

According to Panda [2021], organizations exhibit a green identity or orientation when top managers, middle managers, and employees are proud of the organization’s environmental history, have a sense of pride in the organization’s environmental goals and missions, and believe that the organization has carved out a significant position in environmental management and protection. Panda [2021] goes on to say that organizations show their orientation when they believe the organization

has well-defined environmental goals and missions, are familiar with the organization's environmental history and culture, and recognize that the organization places a high value on environmental management and protection.

### **3. A working definition of green orientation**

Transforming the individual's primary consciousness and activities in an ecologically friendly manner to achieve environmentally-friendly goals.

### **4. Operationalisation of the construct of green orientation**

The researchers identified two dimensions for the construct of green orientation. They are namely, green attitude and green behaviour.

#### **4.1. Green attitude**

According to Robbins and Judge [2009], employee attitudes are the assessments employees make about items, people, or events, ranging from positive to negative. According to Robbins and Judge, the affective component is an attitude's emotional or feeling element [2009]. Employees were emotionally interested in green strategic projects, according to Panda [2021]. Employees in the green initiatives also felt a strong sense of belonging and trust. Panda [2021] goes on to say that most employees dislike anti-green ideas unless they are an urgent demand of the company. The opinion or belief element of an attitude, according to Robbins and Judge [2009]. As the green ambassadors, they were connected together by a cognitive interaction and an emotional force, according to Panda [2021]. According to Robbins and Judge [2009], the behavioural component of the attitude is a purpose to behave in a specific manner toward someone or something.

The dimension of a green attitude can be measured by; (1) I intend to adhere easily to the environmentally friendly processes and programs that are drastically different from existing processes and programs in the organization and industry; (2) I feel like I have to do more environmental conservation activities; (3) I feel uncomfortable when I hear about environmental pollution activities. (4) My belief is that it makes sense to use green products/environmentally friendly products. Refer to Table 1 for the elements and statements for the dimension of green attitude.



**Tab. 1.** Elements and statements for the dimension of green attitude

Element	Question statement
Intention to do	I intend to adhere easily to the environmentally friendly processes and programs that are drastically different from existing processes and programs in the organization and industry
Emotionally interested	I feel like I have to do more environmental conservation activities
	I feel uncomfortable when I hear about environmental pollution activities
Belief about	My belief is that it makes sense to use green products/environmentally friendly products

Source: own elaboration.

## 4.2. Green behaviour

Behaviors connected to organizational involvement, effort, performance, and output are crucial to an organization, according to Dunham [1984]. The idea determines the activities in behaviour; there are green activities in green behaviour. Employee green behaviours were complementary to others (self-efficacy) rather than independent of others (authenticity or ‘real me,’ according to Panda in 2021. Employees become kind, charitable, and assist others linked with green, regardless of their self-identity (i.e. green-neutral). According to Opatha [2019], “green behaviour” refers to the extent to which a certain employee engages in greening activities. Three aspects of green behaviour have been established by Iddagoda et al. [2020a]. Green interpersonal behaviour, green organizational citizenship behaviour, and green official behaviour are the three types. These are the elements of the dimension of green behaviour.

## 4.3. Green organizational citizenship behaviour

In 2019, Opatha believes that non-official and voluntary parts of green behaviour, such as green organizational citizenship behaviour (GOCB), are important. This is supported by the findings of this study, which show that organizational citizenship behaviour smells like voluntary activities. For example, if an employee has a high degree of organizational citizenship, he or she is likely to cancel personal leave taken for a family vacation in order to attend to an urgent situation at work. To put it another way, organizational citizenship conduct isn’t explicitly required by the job description. The Sri Lanka Air Force (SLAF) has undertaken blood donation campaigns at several SLAF establishments, led and ordered by the Commander of

the Air Force, Air Marshal Sumangala Dias [*SLAF Extends Support to National Blood Transfusion Service*, 2020].

Iddagoda et al [2020a] wrote: “Sri Lanka Army and Sri Lanka Navy have also been involved in conducting blood donation campaigns, following the instructions of their respective Commanders to provide the required blood stocks to the National Blood Transfusion Service during the Covid-19 curfew period. Rusu and Baboş’s [2015] view is that; the person who does not choose to manifest it may not be punished.”

According to Rusu and Baboş [2015], altruistic behaviour is one part of military organizational citizenship behaviour. As a result, military officers and men donating blood is a sign of selflessness, and it eventually leads to military organizational citizenship behaviour. Opatha [2019] defines green organizational citizenship behaviour (GOCB) as the extent to which the employee engages in positive actions aimed at helping the organization as a whole to achieve greening. According to Opatha [2019], green organizational citizenship behaviour goes above and above the call of green duty and is defined as workers’ willingness to engage in discretionary behaviours that assist the organization to accomplish its aim of environmental sustainability.

Personnel with a high degree of green organizational citizenship conduct willingly go above and above what is required by their job description to ensure the success of greening. According to Opatha [2019], Green organizational citizenship behaviour involves volunteering for additional green tasks and demonstrating a high degree of creativity and innovation in terms of greening within the organization. According to Opatha [2019], employees may engage in positive behaviours targeted at helping the organization as a whole accomplish greening through four roles: preservationist, conservationist, non-polluter, and creator.

Opatha and Arulrajah [2014] propose that ‘maker’ involves cultivating gardens and natural places; creating parks and places with plants, trees, and grass come under this category. Individual workers can be urged to keep their desks clean, while teams of employees can be assigned to keep the roof-top gardens or outside gardens in the workplace clean. Plants and greenery in and around the office improve not only the physical attractiveness of the workplace but also the entire environment and lower tension and anxiety. The Sri Lanka Navy’s tree-planting campaign, “Green Base – One Plant for One Sailor,” is one of the outstanding examples in this area.

Through the “Green Base- One Plant for One Sailor” initiative, all navy troops have been exposed to sustainable tree plantation operations while promoting environmental preservation and a green environment inside the Northern Naval Command’s naval sites through the “Green Base - One Plant for One Sailor” initiative.

In July 2019, 540 seedlings were planted at the start of the initiative, comprising 300 Coconut, 100 Jack, 100 Tamarind, 20 Mahua (Mee), and 20 Neem (Kohomba). Under this scheme, each base sailor is given the option to plant a sapling, care for it, and pass the plant on to his successor when he is transferred out of the base. The new design aims to protect the plants and ensure that they continue to flourish. [“*Green Base – One Plant for One Sailor*” tree plantation programme commences in Northern Naval Command, 2019].

#### **4.4. Green interpersonal citizenship behavior**

Green interpersonal civic behaviours include teaching, inspiring, and aiding others in spreading greening, according to Opatha [2019]. Iddagoda et al. [2021] mention that military organizations preserve the sovereignty of the state. Iddagoda et al. [2021] further mention that representing the public image and reputation, organizational culture creates a positive atmosphere for the employees. But now there is a trend of conducting environmental conservation activities by them. The Mega Island-wide Beach Cleaning Effort, i.e. an island-wide beach clean-up project, is being carried out under the initiative and guidance of the Army Commander, General Shavendra Silva. Opatha [2019] defined green interpersonal citizenship behaviour (GICB) as the extent to which the employee engages in positive actions aimed at helping specific co-employees to do their green work. The initiative is one of the Sri Lanka Army’s important core Corporate Social Responsibility (CSR) programmes, and it is being carried out in partnership with the Marine Environmental Protection Authority (MEPA), which is part of the National Coastal and Marine Resources Conservation programme. More than 2300 people and government workers from throughout the country volunteered to help with the project. As the project’s “principal architect.” General Shavendra Silva, the Army Commander, and his two daughters and other Senior Officers and Other Ranks assembled at Crows Island (Kaaka Dupatha) beach in Muttuwal, Modera to inaugurate the major project that would span the country’s coastal belt [*Mega Island-wide Beach Cleaning Project Gets Underway with Commander’s Initiative*, 2019].

#### **4.5. Green official behaviour**

Unlike the previous green behaviours, such as Green Organizational Citizenship Behaviour (GOCB) and Green Interpersonal Citizenship Behaviour (GICB), employee official participation is not optional, but rather an official obligation that must

be done in regard to greening. Officially, green official behaviour (GOB) necessitates the performance of specific tasks related to greening. Official greening responsibilities may involve particular policies, processes, and rules that must be followed by employees in order to decrease waste, eliminate waste, and reduce pollution.

The Sri Lanka Navy Dockyard in Trincomalee is the main naval facility of the Sri Lanka Navy, with 850 acres of natural ‘green’ forest cover surrounded by the sea. It is located in a natural harbour on Sri Lanka’s eastern coast. As a result, the Naval Dockyard has begun to conserve its marine environment and ecology both on the dockyard grounds and in the surrounding sea region. As a result, on the 21<sup>st</sup> of June 2019, the Commander of the Navy, Vice Admiral Piyal De Silva, launched the ‘Dockyard Green and Blue,’ in 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 and reduce human impact on the global environment [*Navy Dockyard, Trincomalee declared a Domain of Green and Blue*, 2019].

Refer to Table 2 for the elements and statements for the dimension of green behaviour. The dimension of green behaviour can be measured by: (5) I enthusiastically participate in environmental conservation programs; (6) I voluntary assistance my leaders, subordinates and peers, and society to organize their green initiatives; (7) I enthusiastically do on the official duties allocated by my leaders which is related to green activities.

**Tab. 2.** Elements and statements for the dimension of green behaviour

Element	Question statement
Green interpersonal behaviour	I enthusiastically participate in the environmental conservation program
Green organizational citizenship behaviour	I voluntary assistance my leaders, subordinates peers, and society to organize their green initiatives
Green official behaviour	I enthusiastically do the official duties allocated by my leaders which are related to green activities.

Source: own elaboration.

In Figure 1, (D) stands for dimension, and (E) stands for element for the variable/construct of green orientation

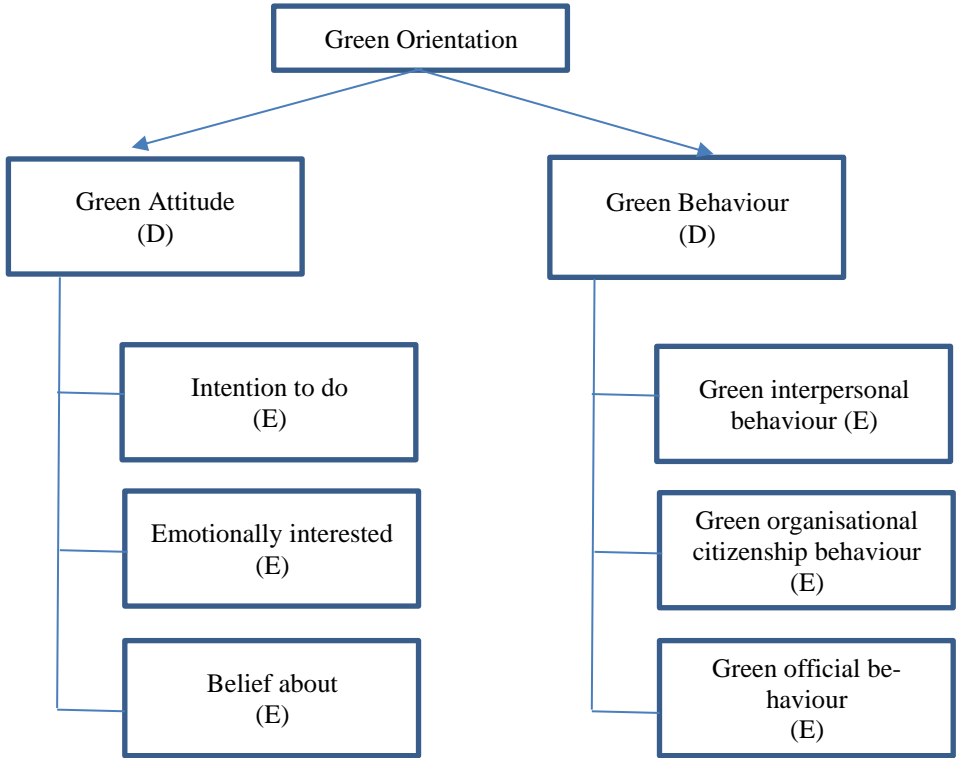


Fig. 1. Conceptualization and operationalization of Green Orientation

Source: own elaboration.

## Conclusions

Green orientation is an emerging concept in the research world. The construct of green orientation can be defined as transforming the individual's primary consciousness and activities in an ecologically friendly manner to achieve environmentally-friendly goals. In order to achieve the second objective of the study, an instrument or a questionnaire with seven question statements was developed. Identified dimensions are green attitudes and green behaviour for green orientation. Through proper operationalization the face validity of the questionnaire was ensured.

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## Appendix

### Questionnaire/Instrument of green orientation

1. I intend to adhere easily to the environmentally friendly processes and programs that are drastically different from existing processes and programs in the organization and industry.
2. I feel like I have to do more environmental conservation activities.
3. I feel uncomfortable when I hear about environmental pollution activities.
4. My belief that it makes sense to use green products/environmentally friendly products.
5. I enthusiastically participate in the environmental conservation program.
6. I voluntary assistance my leaders, subordinates, peers, and society to organize their green initiatives.
7. I enthusiastically do the official duties allocated by my leaders which are related to green activities.



## **Orientacja ekologiczna: konceptualizacja i operacjonalizacja**

### **Streszczenie**

Wraz z nadejściem nowego tysiąclecia naukowcy coraz większą uwagę zwracają na kwestie przyjazności dla środowiska oraz tematy związane z zazielenianiem. Opracowywanie i wdrażanie bardziej przyjaznych dla środowiska działań powinno być przedmiotem badań zarówno w kontekście biznesowym, ale także wojskowym. Z oszczędzaniem zasobów naturalnych przez wojsko, takich jak woda, powietrze, ziemia i paliwo mamy do czynienia podczas różnego rodzaju działań operacyjnych. Celem tego badania jest przedstawienie praktycznej definicji orientacji ekologicznej oraz opracowanie sprawdzonego i dobrze przystosowanego instrumentu do pomiaru orientacji ekologicznej. Metodą badania jest desk research. W artykule dokonano konceptualizacji i operacjonalizacji konstrukt - orientacja ekologiczna (zielona), który może służyć do pomiaru i oceny działań ekologicznych podejmowanych w różnego rodzaju jednostkach.

### **Słowa kluczowe**

proekologiczna (zielona) orientacja, proekologiczne postawy, zachowania proekologiczne na zielono