



**“An Examination of Human Resource Management Practises and their
Impact on Employee’s Organisational Citizen Behaviour for the
Environment”**

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Abstract

This study examined the role of strategic human resource management to determine whether it has an impact on employee's organisational citizen behaviour for the environment, and if so, does this impact change depending on the age of the employee. This research also examined whether the use of green human resource management practices has a positive relationship with employee's organisational citizen behaviour for the environment. The reasoning for this research was to identify possible factors that can help organisations achieve their environmental goals.

Research carried out in China found that there is a positive relationship between strategic human resource management and employee's organisational citizen behaviour for the environment, but there is a gap in this research on whether this relationship changes in employees depending on their age. There is also a gap in the research around the relationship between green human resource management and organisational citizen behaviour for the environment.

A scale on strategic human resource management, internal environmental orientation and organisational citizen behaviour was administered online to participants, to examine the relationship between strategic human resource management and organisational citizen behaviour for the environment, and green human resource management and organisational citizen behaviour for the environment. The demographic information gathered was then used to compare the results of participants of different ages to determine whether their age had an impact on the relationship between strategic human resource management and organisational citizen behaviour for the environment.

After analysing the results, a Spearman's correlation detected significant positive relationship between strategic human resource management and organisational citizen behaviour for the environment. A Spearman's correlation detected significant positive relationship between the two variables for both age groups examined, but the difference in results was not significant. A linear regression was performed to confirm that the age of an employee does not impact the relationship between strategic human resource management and organisational citizen behaviour for the environment. A Spearman's correlation detected significant positive relationship between green human resource management and organisational citizen behaviour for the environment.

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Section One: Introduction

1.1 Introduction

This study strives to examine the potential impacts of strategic human resource management practises on the employee's organisational citizen behaviour for the environment within an organisation. The goal of this research is to identify whether organisations are utilising strategic human resource management practises and, if so, to what extent they are utilising these practises. The level to which organisations are utilising strategic human resource management will then be compared to the levels of organisational citizen behaviour for the environment amongst the employees, to see if the different levels of strategic human resource management practises influences employee's voluntary green behaviours. This relationship, whether positive, negative, or non-existent, will then be looked at in relation to the ages of employees, by comparing the results from employees of different ages to determine whether there is a change in the relationship between the two variables. Green human resource management levels within an organisation will then be examined in relation to the organisational citizen behaviour for the environment of employees to determine whether the introduction of internal environment orientation to strategic human resource management practises, or green human resource management practises, can have a further impact on the relationship between the two variables. This study will use the findings to add to the existing literature regarding these topics and use them to make recommendations that can assist organisations in implementing suitable human resource management practises that will support environmental management initiatives. This, in turn, can assist organisations in achieving their environmental goals that can lead to further benefits within the organisations, along with the benefits of helping to reduce harm to the environment.

1.2 Background

Climate change is an issue that has been occurring silently for centuries, even before it was known to mankind, as we began practises and activities that caused damage to our planet faster than the planet could heal itself (Prorokova, 2018). Our ecosystem has the capacity to absorb carbon dioxide from the atmosphere and make use of it, naturally filtering the atmosphere, but the rate at which human produce carbon dioxide has become too much for our ecosystem to handle. The amount of carbon dioxide we produce has become so much, that even if all carbon dioxide producing activities are stopped, the levels in our atmosphere will remain similar (Pierrehumbert, 2019). Such damage can be seen by the result in increasing land erosion across the world and constantly rising temperatures (Klinenberg, Araos and Koslov, 2020). The climate crisis is a subject that is becoming more important every day, as the need for environmental preservation and action increases, especially the need for action amongst large organisations. A large portion of literature on the topic of environmental management is of the view that large organisations have greatly contributed to the damage to the environment and therefore need to implement practises and goals that bring environmental management to the centre of their organisational values (Renwick and Redman and Maguire, 2012).

Large organisations are starting to move towards more sustainable practises, and in 2017 an estimated 67% of large organisations published their targets for decreasing their carbon outputs (KPMG, 2017). Goals such as these may be implemented due to the increasing damage to the planet, or because of the additional advantages that organisations can benefit from as a result of such practises or goals. Organisations that implement strategies for environmental management can see a variety of benefits throughout the business that can encourage other organisations to begin implementing green initiatives into their business. Training and development that would be needed as a result of new environmental strategies increases job

satisfaction among employees and promotes career growth within the organisation (Jehanzeb and Bashir, 2013). High levels of employee engagement is necessary for the success of green initiatives (Renwick and Redman and Maguire, 2012), and high levels of employee engagement can positively impact employee's mental well-being and decrease turnover rates (Robertson and Cooper, 2010). Green initiatives can impact employees work performance, in other all areas of their role, even if such tasks are not being directly affected by the green initiatives. These initiatives created a motivated working environment which leads to improvements in employee performance in all aspects of their role (Shen, Dumont, and Deng, 2016). This motivated environment increases employee empowerment, which in turn, increases productivity amongst employees and encourages the improvement of individual thinking and problem-solving skills (Sharma and Gupta, 2015).

The increase in sustainable activity among organisations can also be the result of environmental goals that their country of operations are aiming to achieve. The Paris Agreement aims to increase the global reaction to climate change with the aim to maintain the rising global temperature below 2 degrees Celsius. In 2020, over 180 nations had signed up to this agreement and pledged that their nation would work to reach this goal and that regular carbon emission reports would be published by these nations to ensure they are working towards these goals (United Nations Framework Convention on Climate Change, 2020). This pressure by national governments to reduce their carbon emissions will impact organisations working within these nations, as they will have to work to ensure they are playing their part in the nations effort to reducing the effects of climate change.

This background research shows the importance of increasing green practises within organisation for the environmental benefits, as well as other benefits organisations can take

advantage of. This research shows the importance of increasing green behaviours and why organisations can benefit from doing so. The goal of this study is to add to the existing literature in this area with the aim that organisations can use these findings to help with the implementation of environmental management practises to decrease their impact on the planet.

Section Two: Literature Review

2.1 Introduction

This literature review will discuss the existing research around strategic human resource management, organisational citizen behaviour for the environment, green human resource management and generational attitudes to the environment. Each of these topics are constantly evolving, with new research being carried out and new literature being published. This is due to the increasing need for further knowledge around these areas, as the damage to the planet continues to worsen and the need for environmental management, especially within organisations, is becoming increasingly needed. The existing literature around these topics will be used to add context and background to the topics and research being carried out within this paper.

2.2 Strategic Human Resource Management

Strategic human resource management can be defined as the integrating of human resource management into the strategic goals within an organisation to improve the performance and the culture of the organisation (Truss and Gratton, 1994). The importance of strategic human resource management within organisations became evident in the 1980s, with Tichy, Forbrum and Devanna (1982) stating how American organisations were losing business to their overseas competitors due to managerial issues. They explained how managers were focusing more on short term goals, rather than long term and that organisations lacked concern for their employees. They suggested that human resource management should be a part of the strategic management process, as the three vital elements within any successful organisation is a clear goal and strategy, an organised structure and defined human resource process. Mello (2015) explains that a strategic approach to human resource management would involve viewing employees as an important asset within the organisation and investing in them as the company

would with any other asset. This approach becomes more relevant as technology continues to advance and roles within organisations become less reliant on manual skills and more reliant on the knowledge of employees. The knowledge that employees have and gain throughout their roles can be seen as a competitive advantage for the organisation and demonstrates that the human asset of an organisation cannot be replicated. An organisation that utilises strategic human resource management is United Parcel Service (UPS), as they provide their employees with competitive salaries, but expect competitive performance in return. They ensure that the development and rewards to the employees, such as training and compensation, are used to promote and implement the strategic goals of the organisation (Mello, 2015). Strategic human resource management can be viewed as a mindset, rather than a list of practises, where human resource practitioners work with managers on a daily basis to ensure the values of the organisation are being implemented and that the employees are continuously working towards achieving the business goals. The aim of strategic human resource management is to establish a workforce within the organisation that is skilled and knowledgeable of the business, engaged in the goals and aims, and motivated to achieve these goals, with the aim of maintain competitive advantage (Armstrong, 2008).

As the climate crisis continues, and governments and customers begin to demand more sustainable and environmentally friendly action from companies, it is becoming more common for organisations to have environmental preservation as a core value. Organisations that gain a reputation as an eco-friendly organisation due to these core values can benefit from this, as such values are becoming a source of competitive advantage (Walker, 2008), with many consumers choosing eco-friendly organisations over those organisations that do not value environmental preservation as highly. As this is becoming an area of increasing value, especially within the consumer market, it is important that the business strategy is in line with

environmental goals. Strategic human resource management can be utilised by organisations to ensure any environmental management practises and aims are being implemented and achieved. When implementing any environmental practises within an organisation, the behaviour of the employees will highly influence the success of such practises, and therefore it is important that employees demonstrate pro environmental behaviour and positive organisations citizen behaviour for the environment for the company's environmental goals to succeed (Saeed et al, 2018).

2.3 Organisational Citizen Behaviour for the Environment

As mentioned, the world is pushing for more green initiatives within organisations, as it is understood that large organisations and corporations contribute the most to the damage caused to the environment (Renwick, Redman, and Maguire, 2012) but the success of these practises rely on the behaviour of the employees. Organisational citizen behaviour for the environment is defined as “discretionary acts” carried out by employees, which they are not asked to do or rewarded for, that have a positive impact on the environment (Dailey et al, 2009 cited Paillé et al, 2014). The essence of this behaviour is that it is discreet, meaning it is at the total choice of the employee whether they act this way or not. These behaviours are not recognised by the organisations and include activities such as making suggestions to the organisation, encouragement amongst employees to implement certain practises and personal development (Boiral and Paillé, 2012). Organisation citizen behaviour for the environment is beneficial for the environmental management within organisations, as employee involvement is vital for the success of such practises, as mentioned previously. There is also the view that such practises and goals are complex, and it is difficult for a management system to outline every behaviour that would increase the success of such wide scale practises (Paillé et al, 2014). Therefore, having employees with these voluntary and positive behaviours would greatly benefit

environmental management within an organisation, which in turn will aid in building the business' reputation as an eco-friendly company, the more environmentally conscious they become. Organisational citizen behaviour for the environment can also aid in the implementation of environmental initiatives throughout the organisation and help the organisation reach the environmental goals they have set. By partaking in such spontaneous acts and behaviours, employees can help with the development of practises and initiatives that can be implemented throughout the organisation (Branzei et al, 2004; Daily et al, 2009; Fernandez et al, 2003; Hart, 1995; Walley and Stubbs 2000 cited Paillé et al, 2014), to help reduce the effects of climate change and bring the organisation closer to its environmental goals. For such behaviours to be successful in the contribution to environmental goals, some researchers have stated that employees should be able to carry out such behaviours independently, without any influence from management. This independence in such behaviours leads to employees having the ability to look at the flaws in the organisations processes and think of ways that could correct such process to have a positive environmental impact (Paillé et al, 2014). Other researchers would argue that support from management to partaking in such behaviours can lead employees to demonstrating more pro-environmental attitudes, which leads to an increase in organisational citizen behaviour for the environment (Aslam et al, 2021).

Whether employees receive support for their organisational citizen behaviour for the environment or not, it is clear that such behaviours are beneficial to organisations in their environmental management practises and adds to the success of such initiatives.

2.4 Green Human Resource Management

Organisational citizen behaviour for the environment may seem to be something an organisation can control, as they are defined as voluntary behaviours, but there are initiatives

and programmes that organisations can implement to encourage environmental behaviours within the organisation. As mentioned previously, it is vital for the success of such programmes that employees are engaged in them. As human resource management has an influence on employee's awareness and behaviour within an organisation, using human resource management to implement practise and values within an organisation can have very successful outcomes (Saeed et al, 2018). Due to the shift to more environmental management within organisations, they are beginning to use green human resource management to help implement these values across the business. Green human resource management is when the human resource department of an organisation implements and promotes positive internal environmental orientation and management to help reduce the organisation's impact on the planet. Green human resource management practises can be implemented throughout different human resource functions, starting with recruitment and talent acquisition, and continuing through talent development and performance management of employees (Renwick et al, 2012). Such practises would support employees and organisational citizen behaviour for the environment within the company, and this will encourage more employees to become involved in such practises. This encouragement can build positive employee relations, which in turn, empowers employees and increases their motivation, not only in succeeding in environmental preservation initiatives, but it also leads to higher productivity in their roles and increases dedication to the organisation's goals (Ahmad, 2015). Green human resource management or other practises promoting organisational citizen behaviour for the environment creates a mutual learning environment, where employees openly communicate about such practises and behaviours (Saeed et al, 2018). These types of behaviours and encouragement lead to more employees becoming involved in these initiatives and increases the organisational citizen behaviour for the environment across the organisation. This results in the increased success of environmental management programmes. Organisations that implement green human resource

management practises and encourage employees to engage in such practises can see such benefits as lower costs to the organisation and lower turnover rates (Ahmed, 2015), which can be a result of the positive employee relations and the empowerment experienced by employees. Green organisations can also enjoy the increased number of candidates applying to work with their organisation as a result of the reputation they gain as an organisation with green values and practises. Many candidates will consider working for green organisation over those companies that do not have such values or practises, even if the non-green organisations are offering higher salaries (Renwick et al, 2012). This shows the growing importance of green practises within organisations, not just for the obvious benefits of decreasing harm to the environment, but also for the long-term success of the organisation.

2.5 Generational Attitudes towards the Environment

The importance of implementing environmental management within organisations is undeniable, and as mentioned previously, environmental values and practises impacts the decisions of candidates on where they apply and want to work. These environmental values and the levels of organisational citizen behaviour for the environment demonstrated by individuals may vary depending on the age of the individual. Research has shown that self-motivation and external motivation for environmental concern can positively impact employees' behaviours towards the environment, but these motivations impact generation X and generation Y in significantly different ways (Kim et al, 2015). Generation X is made up of people born between 1965 and 1979, and generation Y is made up of people born between 1980 and 1997 (Walker et al, 2006). Kim et al (2015) examined autonomous motivation, external motivation, environmental concerns, and pro-environmental behaviours amongst employees in the hospitality sector and how these aspects impacted each other differently depending on the generation of the employee. Employees in generation X showed positive relationships between

autonomous motivations and pro-environmental behaviours, a positive relationship between environmental concern and external motivations and a positive relationship between pro-environmental behaviours and environmental concerns. Employees in generation Y demonstrated a positive relationship between autonomous motivations and environmental concern, a positive relationship between autonomous motivations and pro-environmental behaviours and a positive relationship between external motivation and pro-environmental behaviours. This shows that different generations will have different motivators to engaging in environmental practises within an organisation, and they have different attitudes to such values. It was found that, within the hospitality sector, employees in generation Y are more inclined to include environmental concerns in their pro-environmental behaviours. This is due to employees in generation Y generally being more flexible and therefore more willing to partake in new behaviours that prove their ability and efficiency in doing their job. In the hospitality sector, employees in generation Y are more likely to partake in initiatives regarding environmental management, in comparison to employees in generation X (Kim et al, 2015). The attitudes of the different generations to sustainability may be an indicator for their likelihood to demonstrate organisational citizen behaviour for the environment within their organisation. Research was carried out that examined the aspects that are most important to the different generations when purchasing wine. It was found that generation X regarded the country of origin as the most important factor, and this influenced their purchase. In comparison, generation Y stated they were more likely to purchase wines that had been manufactured in a sustainable way (Tait et al, 2019). As existing literature shows there is a difference in attitudes towards the environment across the different generations, it is important for organisations to be aware of these differences when implementing strategies to increase pro-environmental behaviours or to increase organisational citizen behaviour for the environment. Having a workforce full of employees across different generations is a source of

competitive advantage for organisations (Urbancová et al, 2020), and as environmental management is becoming more necessary, it is important to examine the attitudes of each generation towards such initiatives, and possibly implement a variety of programmes aimed towards the different generations to increase the success rate of such programmes.

2.6 Summary of Literature Review

The existing literature around strategic human resource management, organisational citizen behaviour for the environment, green human resource management and generational attitudes towards the environment, especially that which has been reviewed above, will form the basis of research for this paper. Strategic human resource management is the approach that should be taken by companies that wish to ensure their goals and values are being implemented in every part of the business. Strategic human resource management would therefore be beneficial to an organisation that wishes to implement goals that are environmentally focus and to engrain eco-friendly values throughout the organisation. Green human resource management can also be used by companies to ensure environmental preservation values and practises are being implemented in every aspect of the organisation, especially in the managing of employees with the aim to get them engaged with such practises. Organisations that wish to become more environmentally conscious could look at a hybrid strategic and green human resource management approach to help with the success of environmental practises, but it is clear that employee's engagement and participation is vital for the success of such practises. Organisation can use green recruitment practises to ensure they recruit employees that demonstrate organisational citizen behaviour for the environment, but can organisation use strategic or green human resource management to help increase the engagement of their employees in such behaviours? There is a gap in the research that demonstrates the influence of human resource management practise on the organisational citizen behaviour for the environment of the

employees, and this research paper aims to add to the literature around this topic. There is also a lack of research around the difference in attitudes towards the environment across the different age ranges. Existing literature demonstrates there is a difference between generation X and generation Y in their attitudes towards the environment, but there is a lack of research that includes generation Z. This research paper will look at different ages of employees and see if there is a difference in environmental behaviours across each age, and how does each age group demonstrate organisational citizen behaviour for the environment, if at all. There is a gap in the research around age differences, especially when it comes to human resource management approaches. This research paper will examine if strategic and green human resource management practises have an impact on employee's organisational citizen behaviour for the environment. If a relationship does exist between strategic human resource management and organisational citizen behaviour for the environment, does this relationship change depending on the age of the employee.

Section Three: Research Question

3.1 Introduction

There is a wide variety of research around the topics of strategic human resource management, environmental management, and green human resource management. Researchers such as Saeed et al (2018), Renwick et al (2012) and Ahmad (2015) have explored these subjects previously, and their work was used as the basis for this research paper, but there are some gaps in areas of these subjects. There is some existing research that examines the impact of strategic human resource management on organisational citizen behaviour for the environment by Paillé et al (2014), but this research only looked at these variables within Chinese companies, so this research will add to that research in a broader context. There is a gap in the research that examines the relationship between these two variables across different age groups of employees, and this research will fill that gap. There is existing literature by Nosheen et al (2020) that examined the relationship between green human resource management practises and organisational citizen behaviour for the environment within university campuses. This research will add to the existing literature in a broader context.

3.2 Presentation of Research Questions

Research Question One: This research questions will examine whether strategic human resource management practises implemented by an organisation will have an impact on employee's organisations citizen behaviour for the environment. Paillé et al, (2014) illustrated that there is a positive relationship between strategic human resource management and organisational citizen behaviour for the environment win organisations in China. Is there a relationship between strategic human resource management and organisational citizen behaviour for the environment?

The concept of organisational citizen behaviour for the environment is still a concept that is unfamiliar to most people, and this study will add to the research on this topic, as environmental management becomes more widespread across organisations.

Quantitative research will be carried out to analyse the two variables within this research question, strategic human resource management practises and employee's organisational citizen behaviour for the environment.

Research Question Two: This research question will examine the impact of strategic human resource management on the organisational citizen behaviour for the environment of employees of different ages throughout the workforce. Urbancová et al (2020) explain that age management is a source of competitive advantage for organisations and employing people of all age groups can lead to the achievement of organisational goals and positive development of the organisation. As there are organisational benefits to employing people of all ages, and there is a growing need for environmental management within organisations, it is important to know the differences in organisational citizen behaviour for the environment across different ages, and how strategic human resource management may impact these behaviours across different age groups. Does the relationship between strategic human resource management and organisational citizen behaviour for the environment differ according to employees age?

This research question will focus on three variables strategic human resource management practises, organisational citizen behaviour, and age. Quantitative research will be used to validate or refute this research question.

Research Question Three: This research question will examine whether introducing internal environmental orientation to an organisation's strategic human resource management practises, making them green human resource management practises will have a positive impact on employee's organisational citizen behaviour for the environment. Nosheen et al (2020) found that there is a positive relationship between the two variables in the context of a university campus, so this research will examine these variables in a workplace environment. Is there a relationship between green human resource management and organisational citizen behaviour for the environment?

Section Four: Methodology

4.1 Introduction

The need for this research is due to the increasing need for organisations to act in a more environmentally conscious way. The actions of mankind, mainly large organisations, has lead us all to a point of no return regarding the state of the environment, as explained previously.

Research is more than just the gathering of data; it is a process of answering questions that do not yet have an answer and expanding on the knowledge that we already have (Goddard and Melville, 2004). This chapter of the research project will discuss the research methods used to carry out this study, explaining the reasoning for each. It will provide details on the tools and methods used to analyse the data collected through the research within this study.

The aim of this research is to determine whether strategic human resource management has an impact on employee's organisational citizen behaviour for the environment, and then examine if there is an existing impact, does this impact change depending on the age of the employee. It will also determine whether green human resource management has an impact on employee's organisational citizen behaviour for the environment. This will add to the existing research around environmental practises within organisations and provide more insight into how organisations can successfully implement such practise, as they are widely needed.

4.2 Research Philosophy

When carrying out research, it is not only important to have a clear research design, but also vital to have a clear research philosophy. The way individuals carry out and theorise research is highly influenced by the philosophy of the researcher. Saunders, Lewis, and Thornhill (2019) illustrated the various layers to researching through the use of the "research onion". The first

layer illustrated is that of the researcher's philosophy, as this is important for the researcher to consider before beginning their research, as their philosophy will impact their study.

For this study, the philosophy of positivism will be used as data will be gathered using questionnaires and this data will then be observed and analysed objectively, in line with this philosophy. The data collected will be tested against the stated research questions to see if they are supported, or if they are not support, accepting the research questions as "true statements about reality" (Bell, Bryman & Harley, 2018, pp. 30). The assumptions used to support the positivism philosophy are the ontology assumption and epistemology assumption.

Ontology

Ontology is based around the "nature of reality" (Melnikovas, 2018, pp. 33) and that each person experiences the same reality, and we can see what this reality is through measurements and observation (Ryan, 2018). In this study, the assumption held is that there is one reality that is the workplace for the data subjects for which the observations and measurements will be undertaken to test the research questions being put forth.

Epistemology

Epistemology refers to the assumptions that researchers have about the nature of knowledge and what they view as acceptable knowledge (Isaeva et al, 2015). Epistemology attempts to explain the social world by finding regularities and relationships within this knowledge (Goles and Hirschheim, 2000). Qualitative or quantitative methods can be used to gather the knowledge and find the relationships within. For this study, quantitative methods of data analysis will be used to measure the effects of strategic human resource management practises

on employee's organisational citizen behaviour for the environment, and how this may vary throughout the different age groups. It will then measure the effects of green human resource management practises on employee's organisational citizen behaviour for the environment. Quantitative methods are the selected method for this research as it is the method that has been used to carry out research within the area of strategic human resource management, organisational citizen behaviour for the environment and green human resource management.

4.3 Research Approach

As with the research philosophy, the approach chosen to carry out the research is another crucial aspect of any successful research paper. The research design is how the research questions are tested or how answers are found.

A cross sectional research method will be used as data will be gathered from people across different age groups at the same time (Busk, 2005), this method is also being used due to the time constraints of this research paper

For this study, many research approaches were considered when trying to measure the impact of strategic and green human resource management on employee's organisational citizen behaviour for the environment. Throughout the studies and research surrounding human resource management and environmental management, quantitative research methods have been used to gather data on the different areas throughout these topics, and therefore quantitative methods of research will be used to gather the data used to answer the research questions. Quantitative methods are useful for gathering data from a large sample of people and making generalisations about the population of the study based on the data found (Swanson and Holton, 2005), which is the aim of this study. For this study, a questionnaire using scales as a system of measurement designed by Paillé, Chen, Boiral and Jin (2014) will be used to gather data and test the research questions being put forth. This scale was chosen as it examines

the topics of strategic human resource management, internal environmental orientation, and organisational citizen behaviour for the environment, which are the topics being examined in this research paper.

4.4 Population and Sampling

The target population for this study was any person that is currently in employment between the ages of 18 to 65 years. This is a very large population, as in Ireland alone in the first quarter of 2021, there was an estimate 2,230,600 people in employment over the age of 15 years (Central Statistics Office, 2021). The population of this research was kept broad as the focus is people in employment across the different age groups.

The sample of this research is 75 individuals currently in employment between the ages of 18 to 65 years. A non-probability sampling approach was used to select data subjects to participate in the study and convenience sampling and snowball sampling was used to recruit participants.

The questionnaire was shared on the researcher's social media accounts and convenience sampling was used, as participants would volunteer themselves to complete the questionnaire. Snowball sampling was then used, as the original participants would identify other potential participants or share the survey with other potential participants.

4.5 Questionnaire Design and Measurement

The questionnaire used to collect the data for this research was a pre-existing questionnaire to ensure that the data collected was reliable and valid. This questionnaire was proven valid and reliable by Paillé, Chen, Boiral and Jin (2014) as they tested the relationship between strategic human resource management, internal environmental concern, organisational citizen behaviour

for the environment and environmental performance in organisations in China (see Appendix A). This questionnaire was selected as it measures the relationship between strategic and green human resource management and organisational citizen behaviour for the environment. Demographic information gathered was then used to examine the relationship between strategic human resource management and organisational citizen behaviour for the environment across participants of differing ages. The five-point Likert scale was used in this questionnaire as a measure for the data (Paillé et al, 2014). Each section included multiple questions on the different subjects being analysed. The section titled “CEO Questionnaire on Environmental Performance” was removed from the questionnaire used to gather data for this research, as this section was not applicable as it examines the behaviours and perspectives of CEOs within an organisation, which is not relevant to this study.

4.5.1 Strategic Human Resource Management

The first section of the questionnaire asks participants about the strategic human resource practises within their organisation. The questions were created using the Strategic Human Resource Management Index, created by Huselid, 1995 (Paillé et al, 2014). Participants were asked to use the Likert scale to show to what extent the organisation in which they are currently employed implements specific strategic human resource management practises. Paillé et al (2014) calculated the Cronbach’s reliability coefficient and calculated an alpha value equalling 0.91, demonstrating sufficient measure of reliability. SPSS was used to calculate the Cronbach’s reliability coefficient, which equalled .929.

This section is the first measure within the study, and it measures the strategic human resource management practises within the participants organisation. A low score given indicates a lack of strategic human resource management practises or low levels of strategic human resource

management practises experienced by the participant in their organisation, and a high score indicates a high level of strategic human resource management practises experienced by the participant.

This section contains nine questions (see Appendix B) that are answered using the five-point Likert scale, ranging from 1, very low extent, to 5, very high extent. A sample of the questions included in the questionnaire are:

- Our company identify managerial characteristics necessary to run the firm in the long term
- Our company modify the compensation system to encourage managers to achieve long term strategic objectives
- Human Resource Management department is able to deliver human resource related information for business strategic decisions

4.5.2 Internal Environmental Orientation

The second section of the questionnaire asks participants about the environmental orientation within their organisation. The questions in this section were developed by Banerjee, Iyer and Kashyap, 2003 (Paillé et al, 2014). The participants used the Likert scale to demonstrate the extent to which their organisation demonstrates an environmental orientation in their policies and values. The Cronbach's reliability coefficient was calculated by Paillé et al (2014) for this scale, and the result was 0.77. SPSS was used to calculate the Cronbach's reliability coefficient, which equalled .960.

A low score given in this area demonstrates a lack of policies and values within the participants organisation around environmental preservation and management, or a low level of policies or

values regarding the environment experienced by the participant. A high score indicates the participant's organisation has policies and values internally showing environmental orientation.

This section contains four questions (see Appendix B) that are answered using the five-point Likert scale, ranging from 1, strongly disagree, to 5, strongly agree. A sample of questions from this section are:

- At our company, we make a concerted effort to let every employee understand the importance of environmental preservation
- Our company has a clear policy statement urging environmental awareness in every area of operation

4.5.3 Organisation Citizen Behaviour for the Environment

The third section of the questionnaire measures participants organisational citizen behaviour for the environment. The scale used in this section was developed by Boiral and Paillé, 2012 (Paillé et al, 2014). The five-point Likert scale was used by participants to demonstrate their organisational citizen behaviour for the environment that they exhibit in the workplace. The aggregate-level Cronbach's reliability coefficient was calculated for this scale, giving an alpha value of 0.85, which indicated acceptable reliability (Paillé et al, 2014). SPSS was used to calculate the Cronbach's reliability coefficient, which equalled .946.

A low score given in this area demonstrates a lack of the participant's organisational citizen for the environment and a high score indicates that the participant demonstrates a high level of organisational citizen behaviour for the environment within their workplace.

This section consists of ten questions (see Appendix B) which are answered using the five-point Likert scale, ranging from 1, strongly disagree, to 5, strongly agree. A sample of questions from this section are:

- In my work, I weigh my actions before doing something that could affect the environment
- I make suggestions to my colleagues about ways to more effectively protect the environment, even when it is not my direct responsibility
- I undertake environmental actions that contribute positively to my organisation's image
- I spontaneously give my time to help my colleagues take the environment into account in everything they do at work

4.5.4 Personal Information

The final section of the questionnaire gather demographic information from the participants. In this section, participants were asked to state their age, gender identity, to confirm they are currently in employment and to state their country of employment. Participants were also asked to disclaim that they answered the questions accurately to the best of their knowledge (see Appendix B). Participants remained anonymous, as no identifiable data was collected, but the demographic data collected was used to ensure all participants were in employment at the time of their participation and the ages of participants were used to compare data across the age groups.

4.6 Data Collection

The data collection method chosen for this research was an online questionnaire using Google Forms. The method of data collection meant that the questionnaire could be shared with a large population, and participants could volunteer to complete the questionnaire. This method meant

that the target audience of the study, employees between the ages of 18 to 65, could be easily accessed, as many employees are still working remotely or utilising a hybrid approach to working, therefore online distribution of the questionnaire was the best approach. This online questionnaire gave the participants flexibility as they could complete the questionnaire when it suited them.

The collection of this data took place over a six-week period, starting from March to April 2022. On opening the link to the questionnaire, the first page provides the participants with information on the researcher, and on the focus of the research. This is to ensure that participants understand the reasoning behind the questionnaire and that they are aware of what their responses will be used for. This section provides participants with a rough time frame for how long the questionnaire should take, so they can plan in advance. This section outlines that all responses will remain anonymous and that all the data collected from the questionnaire will be stored on a secure drive. This section provides the contact details for the research, should the participants have any questions regarding the questionnaire. Participants are then asked to confirm whether they consent to participating in the research and having the responses analysed and used for the research topic stated, or whether they do not consent.

Once the participants provided their consent, they were presented with the five-point Likert scale in response to questions regarding the following topics in order, Strategic Human Resource Management, Internal Environmental Orientation, Organisations Citizen Behaviour for the Environment and Personal Information (see Appendix B for full questionnaire).

Once these sections were completed, participants were asked to disclaim whether they answered all of the questions accurately to the best of their knowledge or not.

The questionnaire was posted on Facebook, Instagram, and LinkedIn along with a message outlining the reasoning for the research and requesting individuals to volunteer to take part. The questionnaire was also shared within Company X, the researchers place of employment, providing the link and outlining the reasoning for the research, ensure that the data will remain anonymous and confidential, that all data will be stored on a secured drive and requesting individuals to voluntarily complete the questionnaire. The last form of data collection was sharing the questionnaire via WhatsApp to friends, family and individuals that are currently employed and between the ages of 18 to 65 years. The link to questionnaire was shared along with a message explaining the reasoning for the research, requesting individuals to participate voluntarily and that all responses will remain anonymous.

4.7 Data Analysis

The responses collected from participants were then reviewed to ensure they met the required criteria, and any participants that stated they were not in employment were removed from the responses. All of this remaining data was then entered into IBM SPSS Statistics (v.27) software to be analysed. The data was allocated to the correct variable, and no data was recoded as all scales within the questionnaire were positively phrased. Spearman's correlation test was used to examine the relationship between strategic human resource management and organisational citizen behaviour for the environment. Two Spearman's correlation tests were then carried out to examine the relationship between strategic human resource management and organisational citizen behaviour for the environment of participants in two different age groups. Linear regression was then used to examine the interaction between strategic human resource management and organisational citizen behaviour for the environment of participants in two different age groups. Spearman's correlation test was used to examine the relationship between

green human resource management and organisational citizen behaviour for the environment. Non-parametric correlation tests were carried out on the data, as the responses were ordinal.

4.8 Ethical Considerations

Participants of the questionnaire were provided with a brief description of the study and their role in the study to ensure they were informed before providing consent. The researcher's contact details were provided at the start of the questionnaire if participants had questions about the contents. Participants were informed that all data would remain anonymous and that their participation was voluntary. The Human Resource manager and Managing Director of Company X, in which the research was employed, were contacted to obtain permission to share the questionnaire within the organisation. While carrying out this research, the National College of Ireland guidelines were followed to ensure the study was ethical.

4.9 Limitations to Methodology

The methodology of this research paper saw many limitations. As this questionnaire was voluntary, it can limit the number of participants that decide to take part in the study. The reliance on social media to recruit participants for the study was another limitation, as the researcher does not have a large social media presence, and this meant there was a huge reliance on snowball recruiting of participants from others who have volunteered to take part. This dependence on snowball recruitment is also a limitation, as the researcher has no control over where the questionnaire is being shared and who is being targeted to volunteer to take part in the study. Data Protection legislation meant that the researcher could not use contact details or mailing lists provided by others to recruit possible participants, as consent from the individuals needs to be provided before using their contact details for such purposes.

Section Five: Research Findings and Analysis

5.1 Introduction

This section will present the results of the primary data collected for this research. Firstly, the demographics of the respondents will be discussed and examined. Research question one will be examined, and the results of the questionnaire responses will be used to test the research question. A Spearman's correlation test and scatter plot will be used to test the data and present the results. Next, research question two will be examined using the results of the questionnaire. The results were split into two groups of participants of different ages to examine the responses and compare the two group's responses. Two Spearman's correlation tests, linear regression and scatter plots were used to test the data and present the results. Lastly, research question three was examined, using a Spearman's correlation test and scatter plot to test the data and present the results.

5.2 Demographics

In total, 79 participants volunteered to complete the questionnaire, with 75 (n=75) participants meeting the necessary criteria of being employed. Of the participants in employment, 53 of those identified as female and 22 identified as male. Of the participants, 17 of them were between the ages of 18 to 25, 34 participants were between the ages of 26 to 35, 4 participants were between the ages of 36 to 45, 15 participants were between the ages of 46 to 55 and 5 participants were between the ages of 56 to 65. To compare the behaviour of participants of different ages, the data was split into two groups, those aged between 18 and 28, and those aged between 29 to 65. Within this, there was 38 participants between the ages of 18 and 28, and 37 participants between the ages of 29 and 65. Of the ages 18 to 28, 29 of these participants identified as female and 9 identified as male. Of the ages 29 to 65, 24 of these participants identified as female and 13 identified as male (see Table 1).

		Age	
		18-28 years	29-65 years
Gender	Female	29	24
	Male	9	13

Table 1: Number of female and male identifying participants between the ages of 18 to 28 and 29 to 65

5.3 Research Question One: Is there a relationship between strategic human resource management and organisational citizen behaviour for the environment?

The participants showed moderate positive strategic human resource practises within their organisations, as the mean score of the strategic human resource management composite was 31.49, out of the possible composite scores with the lowest being 9 and the highest being 45. This means that most participants gave score between 3 and 4 on the scale of 1 meaning “Low Extent” and 5 meaning “High Extent”. Participants showed a moderate positive display of organisational citizen behaviour for the environment, as the mean score of the organisational citizen behaviour for the environment score was 29.09, out of the possible composite scores with the lowest score being 10 and the highest being 50. This means that most participants gave response between 3 and 4, on the scale of 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree” (see Table 2).

Statistics			
		SHRM Composite	OCBE Composite
N	Valid	75	75
Mean		31.4933	29.0933
Standard Deviation		9.21569	11.24443
Skewness		-0.586	0.142
Std. Error of Skewness		0.277	0.277

Table 2: Mean, Standard Deviation, Skewness and Standard Error of Skewness for Strategic HRM and Organisational Citizen Behaviour for the Environment Composite scores

To test research question one, a Spearman’s rank-correlation was run to demonstrate the relationship between strategic human resource management and organisational citizen behaviour for the environment for 75 participants. There was a strong, positive correlation

between strategic human resource management and organisational citizen behaviour for the environment, which was statistically significant ($r_s(75)=.394$, $p=.004$). The more strategic human resource management practises that are implemented within an organisation increases the organisational citizen behaviour for the environment displayed by employees. Therefore, research question one is supported.

A scatter plot examining the relationship between strategic human resource management and organisational citizen behaviour for the environment was created using the composite score of each variable. This scatter plot was then used to show the Line of Best fit and to show the r-squared value, which was 0.1112 (See Figure 1).

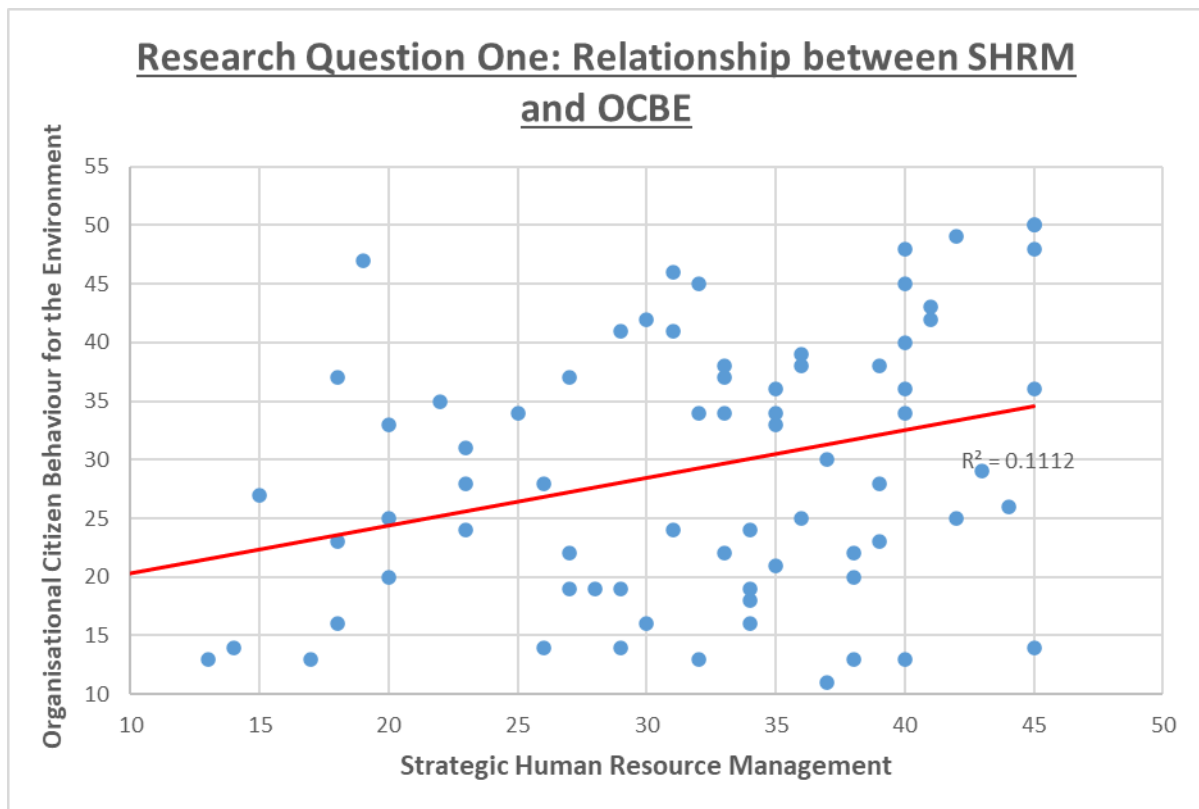


Figure 1: Scatter plot showing relationship between Strategic HRM and Organisational Citizen Behaviour for the Environment

5.4 Research Question Two: Is the relationship between strategic human resource management practises and organisational citizen behaviour for the environment different in different age groups?

The participants of both groups showed similar response scores, and both groups gave moderate positive responses to the questions on strategic human resource management practises within their organisation. Participants between the ages of 18 to 28 had a mean score of 33.24, out of the possible composite scores with the lowest being 9 and the highest being 45. This means that most participants gave score between 3 and 4 on the scale of 1 meaning “Low Extent” and 5 meaning “High Extent”. Participants between the ages of 29 to 65 had a mean score of 29.70, out of the possible composite scores with the lowest being 9 and the highest being 45. This means that most participants also gave a score between 3 and 4 on this scale. Similarly, both groups gave moderate positive responses to the questions on their organisational citizen behaviour for the environment. Participants between the ages of 18 to 28 had a mean score of 29.63, out of the possible composite scores with the lowest score being 10 and the highest being 50. This means that most participants gave a score between 3 and 4 on the scale of 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree”. Again, the group of participants between the ages of 29 to 65 gave similar responses, and they had a mean score of 28.54, out of the possible composite scores with the lowest score being 10 and the highest being 50. This means that most participants in this group also gave a score between 3 and 4 on this scale (see Table 3).

		Statistics		
Age			SHRM Composite	OCBE Composite
18 - 28 years	N	Valid	38	38
	Mean		33.2368	29.6316
	Standard Deviation		7.95404	10.97767
	Skewness		-0.558	158
	Std. Error of Skewness		0.383	0.383
29 - 65 years	N	Valid	37	37
	Mean		29.7027	28.5405
	Standard Deviation		10.15126	11.63709
	Skewness		-0.435	0.151
	Std. Error of Skewness		0.383	0.383

Table 3: Mean, Standard Deviation, Skewness and Standard Error of Skewness for Strategic HRM and Organisational Citizen Behaviour for the Environment Composite scores in participants between ages 18 to 28 and 29 to 65

To test research question two, a Spearman's rank-correlation was run to demonstrate the relationship between strategic human resource management and organisational citizen behaviour for the environment for two groups of participants, one group of participants between the ages of 18 to 28 and the second group of participants between the ages of 29 to 65. For the first group (ages 18 to 28), there was a strong, positive correlation between strategic human resource management and organisational citizen behaviour for the environment, ($r_s(38)=.393$, $p=.015$). For the second group (ages 29 to 65), there was also a positive correlation between strategic human resource management and organisational citizen behaviour for the environment, ($r_s(37)=.284$, $p=.089$), although only trending towards significance. To confirm that strategic human resource management could statistically significantly predict the organisational citizen behaviour independent of age, a linear regression was performed, which established that strategic human resource management could statistically significantly predict the organisational citizen behaviour, but this affect is independent of age, $t(74) = -.911$, $p= 0.365$, meaning that the age of an individual will not affect the relationship between strategic human resource management and organisational citizen behaviour for the environment. The difference between these results is not statistically significant, and this does

not support research question two. This shows that the level of strategic human resource management does have an effect of organisational citizen behaviour for the environment, but this relationship does not change depending on the age of the employee.

Two separate scatter plots were created to examine the relationship between strategic human resource management and organisational citizen behaviour for the environment in participants aged between 18 to 28 and aged between 29 to 65. This was created by splitting the data into two groups and using the composite score of the two variables being examined. For the participants aged between 18 to 28, the scatter plot was used to show the Line of Best fit and to show the r-squared value, which was 0.1556 (see Figure 2). For the participants aged between 29 to 65, a separate scatter plot was used to show the Line of Best fit and the r-squared value, which was 0.0811 (see Figure 3).

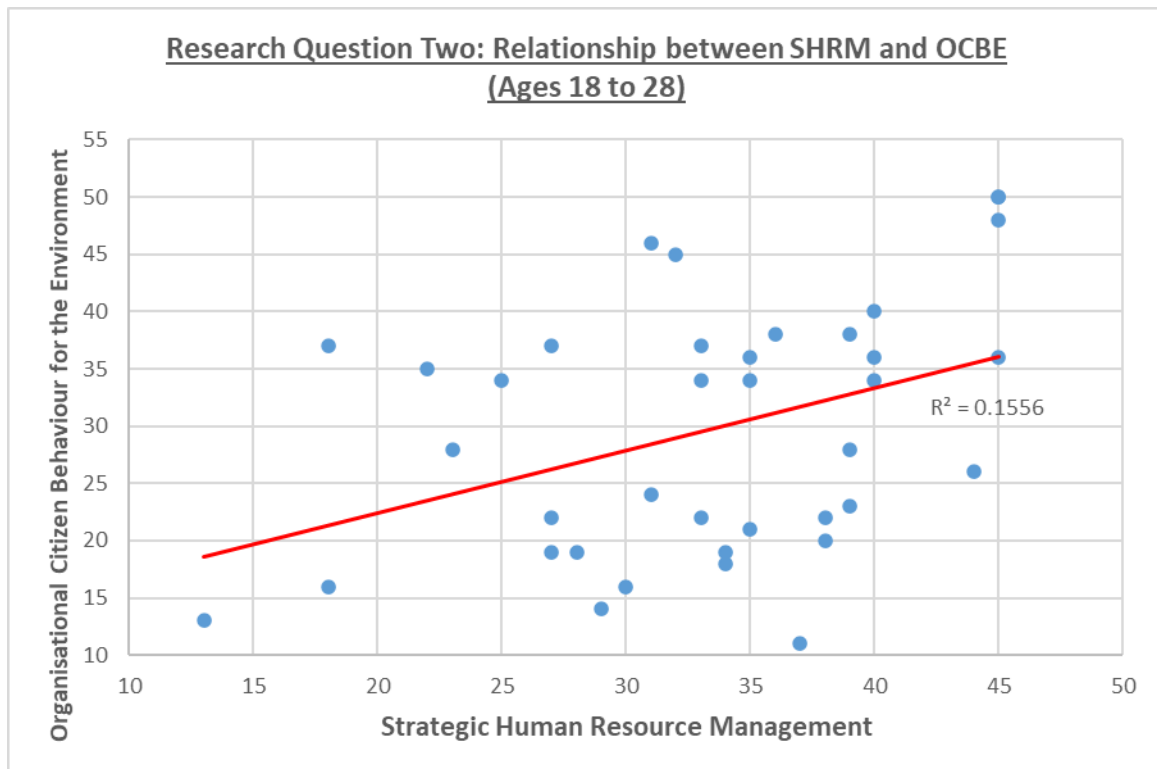


Figure 2: Scatter plot showing relationship between Strategic HRM and Organisational Citizen Behaviour for the Environment in participants aged between 18 to 28

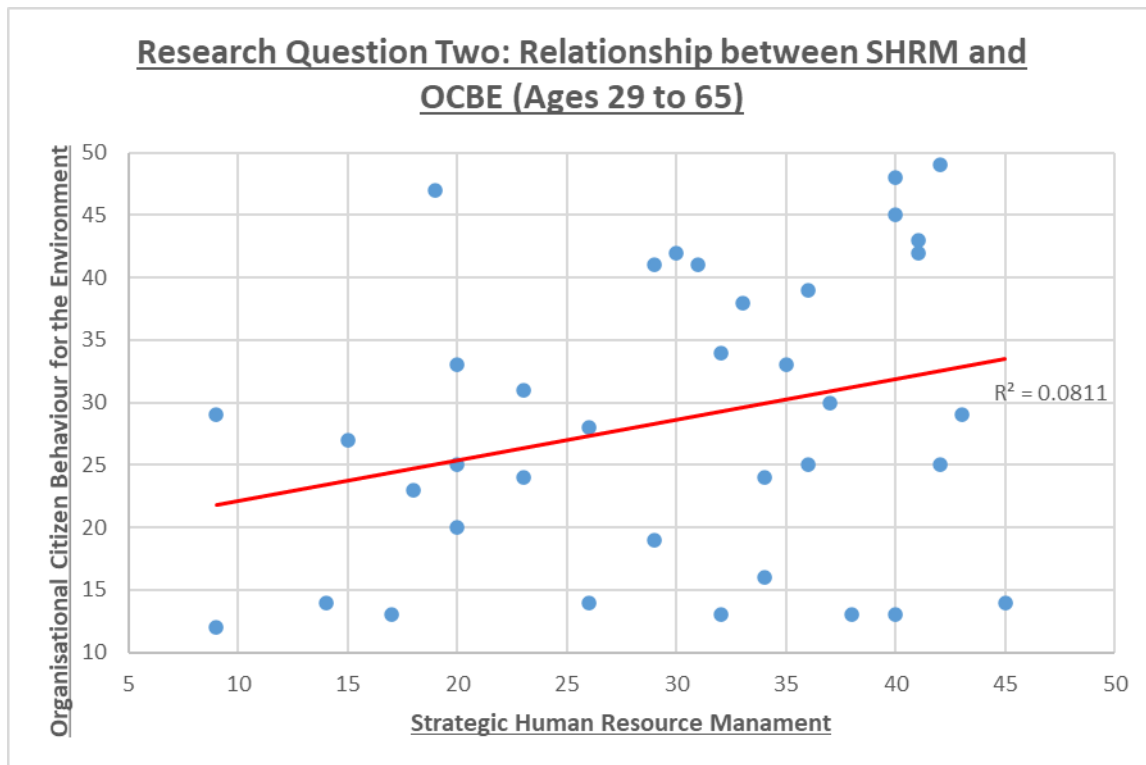


Figure 3: Scatter plot showing relationship between Strategic HRM and Organisational Citizen Behaviour for the Environment in participants aged between 29 to 65

5.5 Research Question Three: Is there are relationship between green human resource management and organisational citizen behaviour for the environment?

To test this research question, the strategic human resource management composite score was added to the internal environmental orientation composite score to create a green human resource management composite score. The participants showed moderate internal environmental orientation within their organisation, as the mean score of the internal environmental orientation was 13.3733, out of the possible composite scores with the lowest score being 4 and the highest being 20. This means that most participants gave scores of 3 on the scale of 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree”. Participants showed moderate to positive green human resource management within their organisations, as the mean score of green human resource management was 44.8667, out of the possible composite scores with the lowest score being 14 and the highest being 70. This means that most participants gave score between 3 and 4 on the scale of 1 meaning “Low Extent” and 5 meaning

“High Extent” and the scale of 1 meaning “Strongly Disagree” and 5 meaning “Strongly Agree” (See Table 4).

Statistics			
		IEO Composite	GHRM Composite
N	Valid	75	75
Mean		13.3733	44.8667
Standard Deviation		13.27600	5.52824
Skewness		-0.496	-0.313
Std. Error of Skewness		0.277	0.277

Table 4: Mean, Standard Deviation, Skewness and Standard Error of Skewness for Green HRM and Internal Environmental Orientation Composite scores in participants

To test research question three, a Spearman’s rank-correlation was run to demonstrate the relationship between green human resource management and organisational citizen behaviour for the environment for 75 participants. There was a strong, positive correlation between green human resource management and organisational citizen behaviour for the environment, which was statistically significant ($r_s(75)=.488, p<0.001$). The higher levels of green human resource management practises that are implemented within an organisation increases the organisational citizen behaviour for the environment displayed by employees. Therefore, research question three is supported.

A scatter plot examining the relationship between green human resource management and organisational citizen behaviour for the environment was created using the composite score of each variable. This scatter plot was then used to show the Line of Best fit and to show the r-squared value, which was 0.2332 (See Figure 4).

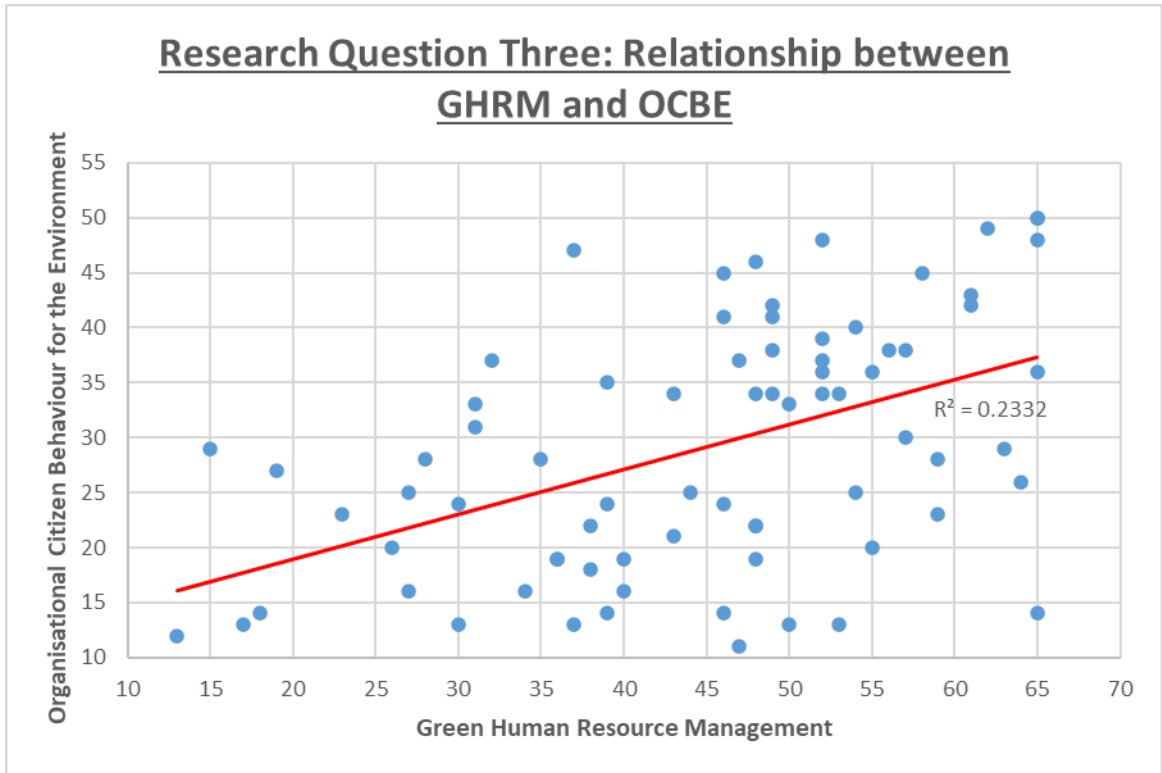


Figure 4: Scatter plot showing relationship between Green HRM and Organisational Citizen Behaviour for the Environment

Section Six: Discussion

6.1 Key Findings

The results of this research shows some key findings that are in line with results from previous studies, but also, some unexpected results that are not in line with existing literature. The aim of this study was to answer the three research questions proposed, the first being whether strategic human resource management had an impact on organisational citizen behaviour for the environment. The results of this research question are in line with the research of Paillé et al (2014) and supports their research that there is a positive relationship between these two variables. The second question was examining whether this relationship varied depending on the age of the employee. The results of this research question are not in line with the literature around generational attitudes in relation to the environment by Kim et al (2015) or Tait et al (2019), as the results of this research showed that this relationship does not change significantly depending on the age of the employee. The last research question being examined was the impact on green human resource management on organisational citizen behaviour for the environment. This research supported previous research by Nosheen et al (2020) that there is a positive relationship between these two variables.

6.2 Implications of the Study Findings

This study uses the research carried out by Paillé et al (2014) as a foundation and adds to that research by analysing the same variables and comparing the results of participants in different demographics. This study also used the research carried out by Nosheen et al (2020), analysing the same variables, but within a different context. This study uses existing literature on different generational attitudes towards the environment to determine whether this is a factor that needs to be considered by human resource practitioners when implementing practises to steer the company towards their environmental goals. This study then examines the impact on employee

behaviour when an organisation demonstrates internal environmental orientation alongside their strategic human resource management, making it green human resource management, to determine whether both practises have a significant positive relationship with organisational citizen behaviour for the environment. The motivation for these research topics was to add to the existing literature and studies on how human resource management practises can aid in an organisations effort to decrease their carbon footprint and implement successful environmental management goals, whether these goals be motivated by mandatory legislation imposed by governments, company motivated goals or goals demanded by customers.

Some of the results found through this research are similar to previous research by Paillé et al (2014) who found a positive relationship between strategic human resource management and organisational citizen behaviour for the environment in companies in China, proving that human resource practises can aid with environmental practises, even when the human resource management practises are not aim towards environmental practises. The implication for this finding is that there may be further benefits to organisations when implement strategic human resource management practises, as it can aid them in their environmental efforts. The findings show that even if the organisation does not show any internal environmental orientation, implementing clear strategic human resource management practises can have an impact on employee's organisational citizen behaviour for the environmental and green behaviours.

Interestingly, some of the results did not agree with existing literature or research. When comparing the relationship between strategic human resource management and organisational citizen behaviour for the environment amongst participants of different age groups, there was no significant difference. This does not support the existing research by Tait et al (2019) and Kim et al (2015), whose research found a difference in the attitudes towards the environment

of different age groups. The reasons for this result may be because existing research looks at specific areas such as attitudes in the hospitality sector or consumer behaviours, whereas this study looks at employee behaviours across different workplace environments. It may also be because of the different groups examined within the research, as existing research looks at generational differences and this research looks at two groups in which participants in one group are aged 18 to 28, and participants in the other group at 29 to 65. Some of the participants within these groups are close in age, which may have had an impact on the outcome of this study, and why it varies from previous studies in this area. Although this finding does go against the existing research, this is a positive result as it means that organisations can benefit from the competitive advantage that comes as a result of employing individuals across different age groups (Urbancová et al, 2020), and human resource practitioners do not need to consider generational differences when implementing strategic human resource management practises with the aim to increase organisational citizen behaviour for the environment. Organisations can implement either strategic or green human resource management and benefit from the increase in organisational citizen behaviour for the environment amongst all employees, regardless of their age.

The final results of this study showed that by demonstration internal environmental orientation, therefore utilising green human resource management practises, the positive relationship between human resource management practises and employee's organisational citizen behaviour for the environment also increases under such practises. By implementing some environment focused practises within the human resource management practises, it also increases employee's environmental behaviours, leading to more success with any environmental goals set within the organisation. The implication for this result is that organisations can enhance their green efforts by implementing either strategic or green human

resource management practises, giving organisations the choice of which practise is best suited for their company. Both practises are an effective way for human resource management practitioners to aid in the success of organisational efforts to decrease the company's carbon footprint.

Relating to the findings of this study, organisation can implement strategic human resource management practise as a starting point when setting environmental goals. This will increase employee's organisational citizen behaviour for the environment, and once these behaviours are in place, the company can begin to introduce more environmental oriented practises, such as green human resource management, to encourage employees to further develop their organisational citizen behaviour for the environment. This will steer organisations towards their environmental goals and build a strong foundation of behaviours amongst their employees that will aid in the success of such goals.

6.3 Limitations and Future Research

There were a variety of limitations faced when carrying out this research. One of the biggest limitations to the research project was the set time period in which research could be carried out. This time frame limited the type of research that could be utilised, as longitudinal research could not be carried out within the allowed time period. Future research may opt to use longitudinal research method for this topic to examine whether individual's organisational citizen behaviour for the environment changes as they age. Quantitative methods were chosen for this topic, due to it being the chosen method for existing research in this area and due to the time constraints of this research project. Future research could utilise qualitative methods or a mixed methods approach to this research topic to get further information from participants regarding their workplace environment and personal behaviours, to determine whether their

organisational citizen behaviour for the environment is being influenced by other factors, as well as their organisations human resource management practises. The time period limited the time in which participants could be recruited and questionnaire responses could be gathered. Future research can gather data over a longer period of time, in the hopes to recruit more participants, as the more participants in a study, the more accurate the results can be. The limited time also meant that that sample was split into two groups to compare the relationship between strategic human resource management and organisational citizen behaviour for the environment. Future research can create more groups of participants based on their age, and further analyse the relationship between more drastic age groups, rather than groups of 18 to 28 years and 29 to 65 years. Due to the time frame, this research did not focus on a specific county and all participants were accepted, regardless of where they were living or working. The existing research that this project build upon was based in China, and future research could conduct the same research in a specific country, or across multiple countries to analyse whether this relationship between strategic human resource management and organisational citizen behaviour differs depending on locations or cultures. Due to the set time frame, this research did not focus on a specific sector of employment, and participants were not asked to disclose the sector they are employed in. Future research can carry out this research in specific employment sectors to examine whether this has an impact on the relationships examined in this research project.

Section Seven: Conclusion and Recommendations

7.1 Conclusion

This research paper examines different human resource management practises and different ways in which organisations can utilise human resource management to encourage and increase organisational citizen behaviour for the environment or green behaviours amongst employees in an effort to reduce the company's carbon footprint and increase environmental management. The results of this research produced very interesting findings and insights into how employee behaviour is influenced by a company's human resource management strategy and how this information can be used to the advantage of an organisation. Some of the results were very much in line with existing research and literature such as Nosheen et al (2020) and Paillé et al (2014), further supporting these theories, in comparison to other results that challenged some of the existing literature on that topic such as Kim et al (2015) and Tait et al (2019), making the study even more interesting. The main objective behind this study was to determine whether strategic human resource management can influence organisational citizen behaviour for the environment, and if this influence changes depending on the age of the employee. The aim was also to determine if green human resource management has a strong influence on employee's organisational citizen behaviour for the environment. This was an important subject to explore as companies continue to implement more environmental management, whether it be due to legislation or customer demands. It is important for organisations to understand more ways in which they can increase the success rates of environmental goals and lessen their impact on the planet, as it is becoming imperative for organisations to take action against climate change.

Gaining a further understanding on how an organisation's human resource management practises can have an influence on employee's voluntary environmental behaviours was vital, as organisations may not be aware of this influence. Existing research carried out by Paillé et

al (2014) and Nosheen et al (2020) stated that there is a significant relationship between strategic human resource management and organisational citizen behaviour for the environment and green human resource management and organisational citizen behaviour for the environment, and literature written by Kim et al (2015) and Tait et al (2019) stated there were generational differences in environmental attitudes. The findings of this research are in line with Paillé et al (2014) and Nosheen et al (2020) confirming the significant relationship between strategic and green human resource management and organisational citizen behaviour for the environment. The findings did not agree with existing literature by Kim et al (2015) and Tait et al (2019) on generational attitudes for the environment, as there was no significant difference in the relationship between strategic human resource management and organisational citizen behaviour for the environment between different age groups. The reasoning for this result may be due to increase awareness around environmental issues or increased social pressure to become more environmentally conscious.

As mentioned within this study, there are many benefits to implementing strategic or green human resource management practises and environmental practises within an organisation, such as increased motivation and productivity amongst employees and decreases turnover rates and therefore, recruitment costs. The benefits that can be seen from implementing one of these human resource management practises can impact the benefits of the other, as there is a proven positive relationship between human resource management practises and employee behaviour. The data collected from this research proves that implementing strategic or green human resource management practises increases employee's organisational citizen behaviour for the environment, which will increase the organisation's likelihood of reaching environmental goals, as such goals success is highly reliant on the engagement and involvement of employees, as mentioned previously. After analysing existing literature and research, any negative aspects

of implementing strategic or green human resource management are never in the centre of such research.

The viewpoint of this research was taken from the perspective of a human resource practitioner to see what steps can be taken from a business standpoint that will have positive effects on the environment. Human resource management is a department that is essential within all organisations to protect both the employee and the business, and it is worth noting that environmental management is not usually an aspect that would fall under the role of a human resource management practitioner. This research shows that human resource management has important role in organisations environmental practises and can impact the success of these practises. It is a benefit to all human resource managers to know that implementing strategic or green human resource management can influence employees in their voluntary green behaviours and encourage action against climate change, even if it is through small tasks within an employee's role.

In conclusion, this study has highlighted the importance of human resource management practises in any organisation's effort to implement goals with the aim to decrease their carbon footprint and increase green behaviours throughout the organisation. It is important to note that age is not a significant factor that needs to be considered when implementing strategic human resource management practises with the aim to increase employee's organisational citizen behaviour, despite what existing literature may suggest. Another key point is that including internal environmental orientations within human resource management practises, therefore utilising green human resource management practises, will also have a significant influence on employee's organisational citizen behaviour for the environment. With this knowledge, human

resource management practitioners can be aware of how the practises they implement have an impact on employee behaviour and to consider this when deciding which practise to utilise.

7.2 Recommendations

The main recommendation of this study is for organisations to implement one of the two human resource management practises discussed within this research paper in order to increase employee's organisational citizen behaviour for the environment. Every organisation should have a human resource department, and therefore implementing such practises should be feasible for most organisations. Organisations can analyse their current human resource management practise, and if they are already utilising strategic human resource management practises, they can slowly introduce some policies to build the environmental orientation throughout the organisation and adjust their human resource practises to become more green focused. If the organisation does not have any defined human resource management practises in place, they can begin with strategic human resource management and begin involving the human resource department in the goals of the organisations to align the human resource practises and organisational goals to increase the likelihood of success. In line with this research, no changes to the above recommendations are needed to cater to people of different age groups.

7.3 Timeframe

The timeframe for such change within an organisation can vary depending on the qualifications held by their human resource management department. Human resource management practitioners with certificates, bachelor's degrees or master's degrees and vast experience in this area will have the knowledge and information on how to implement strategic human resource management practises within an organisation. If the practitioners are fully qualified

or experienced, the implementation time will then depend on the size of the organisation and the amount of changes that need to be implemented. For practitioners without these qualifications, it may take longer if they wish to gain this knowledge through qualifications. The shortest duration of such courses starts at a minimum 6 months for a Diploma in Strategic Human Resource Management (Irish Management Institute, 2022) and the longest being a bachelor's degree that can take up to 4 years to complete (Technology University Dublin, 2022). The introduction of environmental orientation can also vary depending on the level of it already present within the organisation. Such practises can be as simple as encouraging employees to recycle or promoting a paperless space throughout the organisation. These practises can be implemented very quickly and easily, and once the human resource department lead this introduction of environmental orientation; the organisation's human resource practises will slowly shift to green human resource management practises overtime.

7.4 Costs

As with the timeframe, the cost to implementing such practises can vary depending on the qualifications and experience held by the human resource management practitioners and the amount that needs to be changed within the organisation. If the practitioners do not hold qualifications in human resource management and they wish to obtain the knowledge needed to implement these recommendations, this can become costly for the organisations. The minimum price for a Level 3 CIPD Foundation Certificate begins at €2,419 for a course that varies between seven to nine months in duration (ICS Learn, 2022) and this price can rise to €9,990 for a six-month Diploma in Strategic Human Resource Management (Irish Management Institute, 2022). Depending on the size of the organisation's human resource department, this can become a costly change. Organisations can utilise Human Resource Management consultants to aid with a change to strategic or green human resource management practises,

and the costs of this will vary depending on the consultancy chosen and the services needed. If such qualifications or services are not needed, the costs to the organisation will be very low to implement such practises.

7.5 Personal Learning Statement

Throughout this research topic, there were many things for me to learn. It is vital to educate ourselves on the topic of climate change and environmental management, and this is a subject that I have a strong personal interest in. As a student in human resource management and someone with a career in human resource management, this research allowed me to connect this area that plays a huge role in my life to a subject that I enjoy but would not normally associate with my career. The topic of climate change and environmental management is one of great interest for many people, and it is interesting to examine roles that are not traditionally oriented towards environmental management but can have some impact on it. This research has taught me how I can implement or suggest small changes within my organisation to help introduce environmental orientation in order to build some green behaviours amongst my colleagues.

To complete this research project, there were skills that I needed to update on, such as Microsoft Word and Excel and there were skills that I needed to learn anew, such as SPSS. This was a big learning curve, as someone without a mathematical mind, but it was a skill that has increased my appreciations for technology and such programmes and systems.

While completing this research project, I also returned to working full time for a new organisation. Carrying out this research and writing this project while balancing a new job has taught me the importance of time management and the benefits of determination. This project

has taught me work life balance and how to prioritise the things that are most important to me, and these are skills that I will carry with me throughout life.

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Appendix

Appendix A:

The Impact of Human Resource Management on Environmental Performance

TMT member questionnaire

SHRM

Please indicate to what extent your firm has adopted the following practices. (1 = "very low extent" to 5 = "very high extent")

SHRM1: Our firm identify managerial characteristics necessary to run the firm in the long term

SHRM2: Our firm modify the compensation system to encourage managers to achieve long term strategic objectives

SHRM3: Our firm design staffing patterns to help implement business or corporate strategies

SHRM4: Our firm evaluate key personnel based on their potential for carrying out strategic goals

SHRM5: Our firm conduct job analysis based on what the job may entail in the future

SHRM6: Our firm conduct staff development programs designed to support strategic changes

SHRM7: HRM department is able to deliver HR related information for business strategic decisions

SHRM8: There is HR planning in our business, with clear, formal procedure

SHRM9: There is formal HR strategy in our business

Internal environmental orientation

Please indicate to what extent you agree/disagree the following statements. (1 = "strongly disagree" to 5 = "strongly agree")

IEO1: At our firm, we make a concerted effort to let every employee understand the importance of environmental preservation.

IEO2: Our firm has a clear policy statement urging environmental awareness in every area of operation.

IEO3: Environmental preservation is highly valued by our firm members.

IEO4: Preserving the environment is a central corporate value in our firm.

CEO questionnaire

Environmental performance

Please indicate to what extent you agree/disagree the following statements. (1 = "strongly disagree" to 5 = "strongly agree")

EP1: Our firm reduced wastes and emissions from operations.

EP2: Our firm reduced the environmental impacts of its products/service.

EP3: Our firm reduced environmental impact by establishing partnerships.

EP4: Our firm reduced the risk of environmental accidents, spills, and releases.

EP5: Our firm reduced purchases of non-renewable materials, chemicals, and components.

Frontline worker questionnaire

OCBE

Please indicate to what extent you agree/disagree the following statements. (1 = "strongly disagree" to 5 = "strongly agree")

OCBE1: In my work, I weigh my actions before doing something that could affect the environment.

OCBE2: I voluntarily carry out environmental actions and initiatives in my daily activities at work.

OCBE3: I make suggestions to my colleagues about ways to more effectively protect the environment, even when it is not my direct responsibility.

OCBE4: I actively participate in environmental events organized in and/or by my company.

OCBE5: I stay informed about my company's environmental initiatives.

OCBE6: I undertake environmental actions that contribute positively to my organization's image.

OCBE7: I volunteer for projects, endeavors or events that address environmental issues in my organization.

OCBE8: I spontaneously give my time to help my colleagues take the environment into account in everything they do at work.

OCBE9: I encourage my colleagues to adopt more environmentally conscious behavior.

OCBE10: I encourage my colleagues to express their ideas and opinions on environmental issues.

Appendix B:

Dissertation Questionnaire: Strategic HRM and its impact on Organisational Citizen Behaviour for the Environment



I am currently studying for a Masters Degree in Human Resource Management in the National College of Ireland. I am conducting research for my dissertation on Strategic Human Resource Management and the impact it has on employees Organisational Citizen Behaviour for the Environment (OCBE). This questionnaire should take no longer than 10 minutes to complete. All responses will remain anonymous and all data will be kept on a secure drive. If you have any questions about the content of the questionnaire, please email x20178816@student.ncirl.ie

Do you consent to being a participant of this research and to have the answers you provide analyzed for research? *

- Yes, I consent to participate
- No, I do not consent to being a participant

Strategic Human Resource Management



Please indicate to what extent your company has adopted the following practices

Our company identify managerial characteristics necessary to run the firm in the long term *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

Our company modify the compensation system to encourage managers to achieve long term strategic objectives *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

...

Our company design staffing patterns to help implement business or corporate strategies *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

Our company evaluate key personnel based on their potential for carrying out strategic goals *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

Our company conduct job analysis based on what the job may entail in the future *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

Our company conduct staff development programs designed to support strategic changes *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

Human Resource Management department is able to deliver human resource related information for business strategic decisions *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent



There is human resource planning in our business, with clear, formal procedure *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

There is formal human resource strategy in our business *

	1	2	3	4	5	
Very low extent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very high extent

Internal Environment Orientation



Please indicate to what extent you agree/disagree with the following statements

At our company, we make a concerted effort to let every employee understand the importance *
of environmental preservation

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Our company has a clear policy statement urging environmental awareness in every area of *
operation

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Environmental preservation is highly valued by our company members *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Preserving the environment is a central corporate value in our company *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Organisational Citizen Behaviour for the Environment



Please indicate to what extent you agree/disagree with the following statements

In my work, I weigh my actions before doing something that could affect the environment *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I voluntarily carry out environmental actions and initiatives in my daily activities at work *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I make suggestions to my colleagues about ways to more effectively protect the environment, *
even when it is not my direct responsibility

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I actively participate in environmental events organised in and/or by my company *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I stay informed about my company's environmental initiatives *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I undertake environmental actions that contribute positively to my organisation's image *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I volunteer for projects, endeavors or events that address environmental issues in my organisation *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I spontaneously give my time to help my colleagues take the environment into account in everything they do at work *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

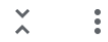
I encourage my colleagues to adopt more environmentally conscious behaviour *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I encourage my colleagues to express their ideas and opinions on environmental issues *

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Personal Information



Description (optional)

What age are you? *

Short answer text

What gender do you identify as? *

- Female
- Male
- Non-binary
- Prefer not to say

Are you currently employed? *

- Yes
- No

What country are you currently working in? For example: Ireland *

Short answer text
