HUMAN RESOURCES STRATEGIES FOR CREATING A GREEN ORGANISATIONAL CULTURE

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HUMAN RESOURCES STRATEGIES FOR CREATING A GREEN ORGANISATIONAL CULTURE

By

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DECLARATION

I, Petro Jacobs, 20538692, hereby declare that the dissertation for MAGISTER TECHNOLOGIAE (HUMAN RESOURCE MANAGEMENT) is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another University or for another qualification.

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ABSTRACT

Organisations of the future have to focus strongly on sustainability to meet the needs of and ensure the survival of future generations. Many organisations either ignore environmental issues or address these issues superficially. To become a green organisation, requires a change in attitude, knowledge and behaviour and therefore a change in organisational culture.

The purpose of this study was to explore Human Resources strategies for developing and implementing a green organisational culture in organisations.

To address the main problem and the identified sub-problems, a literature study was undertaken. The concept of sustainability was explored, the rationale for going green and major stakeholders in creating a green organisational culture were identified. The literature study provided a synopsis of previous research on HR strategies for managing a culture change and more specifically, for creating and implementing a green culture in organisations. The research revealed that leadership, communication, recruitment, orientation, training, performance management, reward and recognition initiatives, as well as discipline, could be used to develop green values, attitudes and behaviours among organisational members.

A web-based survey with a questionnaire as data collecting instrument was conducted among public and private organisations in the Nelson Mandela Bay Metropolitan area to determine the extent to which these organisations used the identified HR strategies to create a green organisational culture. A snowball sample technique was used. The main factors surveyed, included leadership, green technologies, green communication, HR strategies and procedures, brand communication and brand image.

The results confirmed that executives or senior management were the main drivers to create a green culture; however, even though these leaders were considered passionate about the environment, they did not optimise the vision,

values and strategy to build a green organisational culture. The study also confirmed that although these organisations used green technologies to reduce waste, they did not encourage or reward employees for their contributions to green initiatives and did not adequately use communication in this respect. The results revealed that of the factors surveyed, leadership and HR strategies or procedures contributed the most to organisations developing a green organisational brand or image.

The study confirmed the importance of using an integrated approach to develop a green organisation. Such an approach is initiated by senior management, through the formulation of a green vision, green values and a green strategy, and is supported by both technological resources and employee contributions. In addition, HR strategies should be aligned vertically and horizontally to develop an appropriate green mind-set and behaviour among all organisational members. In this respect, the HR department should also model appropriate green behaviours.

TABLE OF CONTENTS

LIST OF CHARTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1

INTRODUCTION, PROBLEM STATEMENT AND OUTLINE OF THE RESEARCH PROJECT

1.1 INTRODUCTION

The purpose of this study is to identify HR strategies that can be used for developing and implementing a green organisational culture. Organisational culture is defined as the shared assumptions, values and beliefs reflected in the everyday behaviour, conversation, feelings and artefacts of a community (Bagraim, Cunningham, Potgieter, Viedge & Werner, 2007, p. 25). When organisational members collectively assume that they are responsible for protecting the environment, use natural resources in a sustainable way, subsequently adopt environmentally friendly practices and publicly advocate such an orientation, the organisation can be labelled as green (Opatha & Arulrajah, 2014, p. 105).

It cannot be denied that the organisation of the future will have to focus strongly on sustainability (Epstein & Buhovac, 2014, p. 19). 'Green' is a most fashionable colour these days as it reflects a tendency towards environmental consciousness and environmentally friendly practices. However, many businesses are still unaware of or oblivious to environmental demands, whereas others fail to recognise that the effective greening of any business cannot be obtained by means of a metaphorical coat of paint. From a behavioural aspect, going green requires an organisational culture change (Cassar & Bezzina, 2005, p. 205-206).

Sustainability is defined as the ability to meet the needs of the present generation without compromising the ability of future generations to meet their needs (Cohen, Taylor & Muller-Carmen, 2012, p. 1). "Going green" is a contemporary term used to describe the process of changing one's orientation and lifestyle for the safety and benefit of the environment and for sustainability.

Organisations want to go green for various reasons, including legislation, ethics, credibility and cost, which are the most common reasons listed (Smith & Perks, 2010, p. 2). Another force in South Africa for considering sustainability is the King III Report, which advocates triple bottom line corporate responsibility. The King Commission published the King III report to provide South African organisations and entities with requirements and guidance in terms of reporting on the economic, social and environment aspects of corporate governance. The King report is based on a "comply or explain" basis (King III Report, 2009, p. 1). The key principles of the King III Report are leadership, sustainability and corporate citizenship.

The concept of sustainability is linked with ethics and the improvement of ethical standards in business and in the community (King III Report, 2009, p. 3). According to the King III report, a sustainable business does not only focus on economic impact, but also on social and environmental influence. Wentzel (2009, p. 3) also states that strategy, risk, performance and sustainability, are inseparable factors.

External pressure is applied on organisations to act ethically in terms of environmental transformation. Examples of such external forces include ISO 9000 and ISO 14001 requirements (King III Report, 2009, p. 34 & 40). Both these standards were created by the International Organisation for Standardization (ISO). The ISO 9000 standard focusses on processes used within the organisation and the ISO 14001 standard provides basic standards for the certification of Environmental Management Systems (EMS) (Kleinova & Szaryszova, 2014, p. 172).

The ISO 14001 standard mandates organisations registered with ISO to strive and comply with government laws and regulations in terms of their 'Management System'. A management system is defined "as the organisation's structure for managing its processes – or activities – that transforms inputs of resources into a product or service which meets the organisations objectives, such as satisfying the customer quality requirements, complying with regulations, or meeting environmental objectives" (Prakash & Potoski, 2006, p. 89).

Another reason why organisations should want to go green is to develop a good reputation. Employees and customers are becoming more conscious of environmental issues and more selective in terms of whom they want to work with and whose products they want to use. Companies have to ensure that they disclose information about the components or substances used in products and services to ensure that they build trust and retain the loyalty of all stakeholders and specifically those of customers. According to Stringer (2009, p. 102) potential employees view sustainability and other corporate social responsibility (CSR) interventions as attractive when considering which organisations to work for. Therefore, green organisations could have more credibility among customers and prospective employees.

According to the King III Report (2009, p. 34 & 39) companies have a responsibility to ensure they adopt adequate policies and procedures to develop, retain and manage their human capital, as well as to ensure that employees have sufficient skills and expertise to develop the sustainability of the business. To pursue a green culture is a people issue, and as a result, it requires complete buy-in from all stakeholders. The Human Resources (HR) department plays an important role in this respect, as this is the primary area, where the blueprint for any company's culture is developed and rolled out (Firdaus & Udin, n.d., p. 137).

Organisational culture is often referred to as "how things are done around here" (Mullins, 2007, p. 803). According to Atkinson (2012, p. 2) organisational culture is "the strategic focus of the business being actualised in actions and behaviours that deliver outstanding corporate and competitive performance". Heathfield (2008, p. 1) states that the two most common elements for changing an organisational culture is support and training. However, she also states that time, commitment and proper planning should be considered to ensure goals or objectives are achieved.

In a world of global competitiveness, technological innovation and global warming, organisations are re-engineering, restructuring, flattening hierarchies and changing cultures to meet future and market pressures. As such, HR practitioners have a significant part to play in the environmental responsiveness of the entire

organisation, and largely also in determining how deep the organisation's green commitment ultimately becomes. Deloitte, a well-known change management organisation, agrees with the points Heathfield (2008) is making. According to Deloitte (2008, p. 1-2) organisations that understand sustainability use HR strategies as part of a change process to achieve sustainability.

Change is not a haphazard process, but a well-planned, organisation-wide, collaborative attempt based on scientific thinking. It is not limited to restructuring and re-engineering, but also considers new leadership capabilities (McGuire, Palus, Pasmore & Rhodes, 2009, p. 3). Various organisational change models, such as those of Kurt Lewin, Kotter and the open systems model (Buelens, Kreitner & Kinicki, 2002, p. 544) provide a framework for the implementation of change. Such models should be considered when moving towards a green organisation.

Change implies a change in organisational culture. Protecting the environment is a choice that people make and as such, it is influenced by the values, beliefs and assumptions of people. Change of this nature, requires the collaboration of all stakeholders and can only be made with the commitment from a 'top-down' approach (Connors & Smith, 2011). The question is therefore what the role of HR is in establishing a green culture.

Change is part of everyday life and occurs daily in organisations. Whether it is a different client to serve, diverse staff, new management, downscaling, mergers or restructuring, change will happen in some way. This implies that organisations' cultures cannot survive by endlessly recreating the past; no matter how good the past may have been. More effective and efficient ways will become necessary for survival. In this case, going green becomes necessary for sustainability and sustainability is necessary for survival. There is never a just cause for complacency (Bate, 1994, p. 85).

According to Connors and Smith (2011) technology, material and techniques, are not the only aspects to consider for the survival of business. Change needs to be initiated from the top (for example, the CEO) to ensure that a culture is entrenched

and that staff do not return to their old and familiar routines. Human Resources can use strategies in many ways to ensure successful transformation.

Connors and Smith (2011) suggest a whole range of HR practices to be used to ensure a culture change (namely, recruitment and selection, induction, training and communication). Therefore, changing the culture of an organisation to shape green behaviour, is politically, socially, legally and morally the right thing to do. The question is, however, how does an organisation become green, what is the role of HR in this process and which HR strategies can be used to create a green culture?

The main purpose of this study is consequently to identify HR strategies for developing and implementing a green organisational culture.

1.2   PROBLEM STATEMENT

The discussion above leads to the main problem of this study:

1.2.1   Main problem statement

Which HR strategies can be used to create a green culture within an organisation?

1.2.2   Sub-problems

Sub-problem One

What is a 'green culture' and what is the rationale for developing a green culture?

Sub-problem Two

Who are the stakeholders in creating a green culture?

Sub-problem Three

Which HR strategies can be used to establish a green culture?

Sub-problem Four

To what extent do public and private organisations in the Nelson Mandela Bay Metropolitan area use the principles, as revealed in the literature, for establishing a green organisational culture?

This sub-problem was addressed by means of a survey, with a questionnaire as data collecting tool, administered to public and private organisation employees in the Nelson Mandela Bay Metropolitan area.

1.3   OBJECTIVES

The following objectives were relevant to this study:
- To investigate existing theory to define the concepts 'sustainability' and 'going green', peruse the rationale for going green, identify significant stakeholders in establishing a green organisation and explore HR strategies for creating a green organisational culture.

- To conduct an empirical study with a questionnaire as data collection tool among both permanent or contract employees at public and private organisations in the Nelson Mandela Bay Metropolitan area, to establish the extent to which these companies have applied HR strategies to create a green organisational culture.

- Based on an analysis of the data collected in the empirical study, make recommendations for organisations about HR strategies to be used for establishing themselves as green organisations.

1.4   CONCEPTUAL MODEL UNDERPINNING THE STUDY

Figure 1.1 presents the conceptual model on which the study is based and the independent and dependent variables tested in the study.

Figure 1.1: Conceptual Model for the study
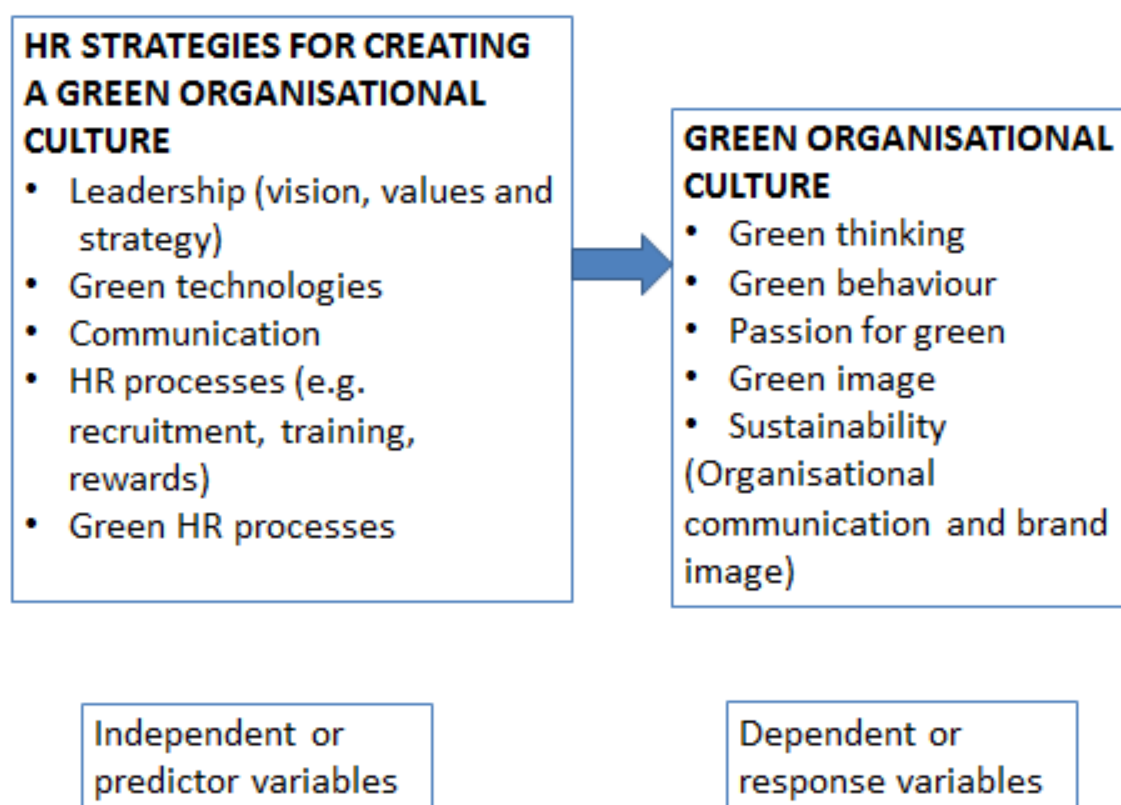
Source: Self-construed

The purpose of the study was to identify HR strategies to be used for creating a green organisational culture. The conceptual model illustrates examples of HR strategies, identified in the literature, which could potentially contribute to a green organisational culture. These HR strategies are independent or predictor variables that can influence green thinking, behaviour and a passion for green in the organisation. Organisations that effectively apply HR strategies and create a green culture also experience a positive green image and environmental sustainability. The independent variables consequently exert an influence on the dependent variables (Struwig & Stead, 2007, p. 9).

1.5   RESEARCH DESIGN AND METHODOLOGY

This section describes the specific strategies or methodologies used for data collection and analysis to address the main problem of the study. The aim of the study was to identify HR strategies that organisations could use to establish a green culture aimed at ensuring environmental sustainability. For this purpose, a literature and empirical study were conducted. The empirical study was performed among both permanent or contract employees at public and private organisations in the Nelson Mandela Bay Metropolitan area.

1.5.1   Literature study

A literature survey was conducted to identify HR strategies that could be used in developing a green organisational culture. The literature study addressed sub-problems one to three and introduced the concepts of sustainability, organisational culture and the rationale for establishing a green organisational culture. In addition, main stakeholders concerned with environmental sustainability within an organisation were identified. The main focus was, however, to identify and describe HR strategies, suggested in literature for organisational change and specifically in the context of a green organisational culture.

1.5.2   Empirical study

The empirical study was conducted from a positivistic paradigm, based on the assumption that there is a 'truth' to be discovered about how to establish a green organisational culture (Collis & Hussey, 2003, p. 52). As such, the approach to the study was quantitative in nature, as the data collected from the target group, was quantified in numerical codes and then processed and analysed by means of descriptive and statistical analysis (Struwig & Stead, 2007, p. 153). The study can therefore be described as exploratory and descriptive in nature (Collis & Hussey, 2003, p. 196).

The empirical study consisting of a survey, with a questionnaire as data collecting instrument, was conducted among both permanent and contract employees at private and public organisations in the Nelson Mandela Bay Metropolitan area. Because research on HR strategies to create a green culture was limited, the researcher developed a questionnaire based on the main findings identified in the literature studies. Previously used questionnaires based on organisational culture were also consulted (Cambra-Fierro, Polo-Redondo & Wilson, 2008, p. 159-164; Smith & Perks, 2010, p. 8 & 23; Zee, Fok, Hartman, 2011, p. 29-34). The questionnaire used in this study consisted of five sections:

Section A: Demographic information.
Section B: Green advocates and reasons for going green.
Section C: HR strategies for creating a green culture.
Section D: HR's role in creating a green organisational culture.
Section E: Organisational brand (brand communication and brand image).

The questionnaire design made provision for restricted responses. Section A required respondents to indicate mostly biographical information and Section B contained two questions, one related to the reasons for going green and the other to green champions. Sections C to E included a Likert-type scale, ranging from strongly disagree (1) to strongly agree (5).

The questionnaire was administered to permanent and contract employees at organisations in the Nelson Mandela Bay Metropolitan area. The survey was web-based. An email explaining the purpose of the study was sent with a link provided to the actual survey on Survey Planet. This method provided a secure way to collect responses from a large number of participants and ensured the participants' anonymity. A snowball sampling technique was used to target employees in public and private organisations, which were well enough established to have a more sophisticated approach to HR management. A total of 54 useable questionnaires were received.

The results of the survey were analysed to determine the employee perceptions of the reasons for going green in their organisations, the green advocates, HR

strategies and the role of HR in creating a green organisation, as well as how green the organisational brand was.

The results were presented in tables. Various descriptive (mean scores and standard deviation) and inferential statistics were used to analyse the results. The Cronbach alpha was used to determine the reliability of the scales used in the questionnaire. Correlation analysis was used to determine whether the various HR strategies and the green organisational culture factors (green communication and green brand) were related. Multiple regression and T-test analyses were used to determine whether significant differences existed in the responses received, based on selected biographical data.

Based on the literature and empirical surveys, recommendations are provided in Chapter Six with regard to HR strategies to create a green culture.

1.6   DEMARCATION OF RESEARCH

The demarcation of research enables the researcher to focus on a manageable research structure. The fact that certain aspects are excluded from the research, does not mean that they are unimportant. The problem statement provides the basis for the research content.

1.6.1   Geographical and organisational demarcation

The empirical component of the study was conducted among both permanent and contract employees at public and private organisations in the Nelson Mandela Bay Metropolitan area.

1.6.2   Target group

The empirical study was aimed at male and female employees permanently employed or on contract at public and private organisations in the Nelson Mandela Bay Metropolitan area.

1.6.3   Subject demarcation

The study focusses on HR strategies aimed at creating a green organisational culture and therefore the study has a behavioural rather than technical focus. Culture refers to values, beliefs, behavioural norms and attitudes (Bagraim et al., 2007, p. 25) and not just processes and procedures, even though, from an open systems perspective, all these organisational sub-systems are interrelated. The study therefore focusses on HR strategies to create a green organisational culture, as is evident in brand communication and organisational brand.

1.7   DEFINITION OF CONCEPTS

The following concepts that appear in the title, main problem and sub-problems are explained to prevent different interpretations.

1.7.1   Human Resources (HR) department

Burma (2014) defines human resources as, "the company department charged with finding, screening, recruiting and training job applicants, as well as administering employee-benefit programs". Heathfield (2017) defines human resource management (HRM) as "the organisational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment". Ulrich (1998) identified four main roles of HR as a strategic partner. These roles include HR as human capital developer, strategic partner, employee advocate and administrative and functional expert.

1.7.2   HR strategies

A strategy refers to a general plan of action for achieving one's goal and objectives (Nickols, 2016, p. 3). Bratton (2017, p. 38-39) takes a similar view when he defines a strategy as a specific pattern of decisions and actions taken by the

organisation's upper level to achieve performance goals. An HR strategy refers to the matching of the **p**hilosophy, **p**olicies, **p**rogrammes, **p**ractices and **p**rocesses (five 'Ps') in a way that will motivate and reinforce the different employee role behaviours to meet the organisational objectives (Bratton, 2017, p. 46). Strategic Human Resource Management is, however, the process of linking the Human Resources function with the strategic objectives of the organisation to improve performance (Bratton, 2017, p. 37). The focus of this study is on HR strategies aimed at creating a green organisational culture.

1.7.3   Organisational culture and a green organisational culture

Culture is defined as "a multi-dimensional phenomenon incorporating not just the aesthetics, behaviours or even language used, but also the very values, norms and unconscious processes that create the social reality of 'being in the organisation' (Cassar & Bezzina, 2005, p. 206). Owens (n.d., p. 1) defines a green culture as "a lifestyle of making deliberate choices and decisions regarding the resources used for daily living for the purpose of minimising resources used or to use resources that are renewable". An organisational green culture consequently refers to an organisation of which the members share an understanding of the importance of sustainability, value the environment and adopt behaviours and norms aimed at minimising the negative impact of resource utilisation on the environment.

1.7.4   Stakeholders

A stakeholder is defined as "a person, group or organisation that has interest or concern in an organisation" (Business Dictionary, 2016). For the purposes of this study, stakeholders refer to owners, leaders, managers, employees, prospective employees, customers and communities that have an interest or concern in an organisation. The focus of this study is mostly on senior management, managers and employees as internal stakeholders responsible for creating a green organisational culture.

1.8   SIGNIFICANCE OF THE RESEARCH

Organisations are experiencing global, operational, moral and legal external and internal pressure to become more sustainable. Though systems, processes and techniques can be implemented to enhance sustainability, behaviour also needs to change. With organisations being social entities, developing a green organisation requires the collaboration of all stakeholders, and especially managers and employees, who are core internal stakeholders. HR as the custodian of human processes in the organisation, therefore also has an important role to play in establishing a green culture.

Whereas much is said about sustainability, little theoretical evidence exists of research specifically into the development and implementation of integrated HR strategies for developing a green culture. Existing literature does provide general guidelines for organisational change and development and strategies for changing organisational culture, but not in the context of environmental sustainability. In this respect, this study can make a valuable contribution to the body of knowledge related to Human Resource Management (HRM) and the field of Organisational Behaviour (OB).

The results of this study can be used by:
- Organisations wanting to establish a culture of environmental awareness and sustainability.
- Organisations who would want to establish which HR strategies are perceived best in facilitating the behaviour of both management and staff towards a green culture.
- Environmentalists encouraging businesses to adopt or develop a green culture for environmental sustainability.
- Legislators and politicians that support the concept of a green culture by complying with the King III report.
- Clients and employees considering the benefits of working for a company that has a green culture.

- Scholars in the fields of Human Resource Management, Management, and Industrial Psychology, interested in cultural and green studies.

1.9 ASSUMPTIONS

The following assumptions apply to this study:
- "Going green" implies adopting values and behaviours aimed at protecting the environment and sustainability.
- HR has a major role to play in establishing a green culture.
- HR strategies can change knowledge, attitude and behaviour, and improve sustainability within the organisations towards creating a green culture.

1.10 OUTLINE OF THE DISSERTATION

Chapter One introduced the study, which includes the problem statement, objectives, demarcation and significance of the study.

Chapter Two provides a theoretical overview of sustainability, the rationale for going green, the main stakeholders related to establishing and maintaining a green organisational culture and the organisational culture with a specific focus on a green organisational culture.

Chapter Three focusses on specific HR strategies for developing and implementing a green culture with specific reference to the role of HR in creating a green culture.

Chapter Four presents the research methodology used for the study.

Chapter Five provides an exposition and analysis of the results of the study.

Chapter Six presents the final conclusions, as well as recommendations for creating a green organisational culture, based on the results of this study.

Problems related to the study, its limitations and areas for future research are indicated.

CHAPTER 2
SUSTAINABILITY AND A GREEN ORGANISATIONAL CULTURE

2.1 INTRODUCTION

Chapter One provided an overview of the study, including the main problem, sub-problems and objectives, as well as an overview of the significance of the study. The purpose of this study was to explore Human Resources (HR) strategies for developing and implementing a green organisational culture. Though many studies have been performed on organisational culture, there is very little information available in current literature on HR strategies for creating a green culture.

This chapter presents a literature review of sustainability, with specific reference to the rationale for going green, the stakeholders involved in creating a green organisational culture, the importance of culture, resistance to change and the establishment of green thinking and behaviour. The discussion starts with an explanation of the concept of sustainability.

2.2 SUSTAINABILITY

The concept 'sustainability' broadly implies attaining and maintaining balance, stability and support with regard to social, environmental and economic issues (Epstein & Buhovac, 2014, p. 21). This study focusses mostly on environmental sustainability, although the interdependence of social, environmental and economic factors is acknowledged.The responsibility to act in a sustainable way rests on everyone, because it will be difficult to achieve sustainability if such change is reliant on small groups only (The sceptical economist, n.d., p. 1-2).

Walsh (2012, p. 1-2) also maintains that 'top-down' approaches, including legislation, are not working and that change can only start with the individual. He suggests upwards change, with each person taking responsibility to solve small problems daily, with the idea that this will have a positive impact on larger

environmental problems. If individual responsibility is growing, more pressure might be placed on organisations to apply a value system that will ensure sustainability. Organisations therefore have an important role to play to ensure sustainability by creating a culture that endorses green values and behaviours.

Various definitions of the concept sustainability are found in the literature. Brundtland (1987, p. 16) and Bartlett (2012, p. 3) explain sustainability as development that meets the needs of the present generation without compromising the ability of future generations to meet their needs. Aras and Crowther (2008, p. 20) define sustainability as society not using more resources than that which can be regenerated. Although these definitions focus on development in the present, without compromising future generations, this study focusses on strategies for creating a green culture in organisations. Culture is enduring and guides human behaviour (Joshi & Gupta, 2012, p. 56) and it is therefore assumed that the establishment of a green culture will contribute to sustainability. Therefore, in terms of this study, sustainability can be defined as the everyday use of ecological approaches in an organisation that supports environmental, economic and social sustainability.

Epstein and Buhovac (2014, p. 2) identified nine principles of sustainability relevant to organisations, which include ethics, governance, transparency, business relations, financial return, community involvement or economic development, value of product or services, employment practices and the protection of the environment. These authors link the sustainable development of products, processes, services and other activities to protecting the environment.

Considering the principles of sustainability discussed by Epstein and Buhovac (2014, p. 2), it is evident that organisations must be transparent and ethical in terms of how they deal with the environment, cognisant of the needs of various stakeholders, such as employees and the community, protect the environment and establish organisational structures to ensure governance in this respect.

Epstein and Buhovac (2014, p. 22) provide a visual depiction (Figure 2.1) of the accountability cycle in organisations. In their model, accountability starts with

senior leadership. Their model shows that senior leadership is responsible for creating strategies with specific measurable objectives and critical success factors to ensure sustainability. In the context of this study, this implies that senior leadership is responsible for creating strategies with measurable objectives to establish a green organisation. They should measure the extent to which the organisation meets these objectives and then report objectively on their progress or failure.

Figure 2.1: The Accountability Cycle
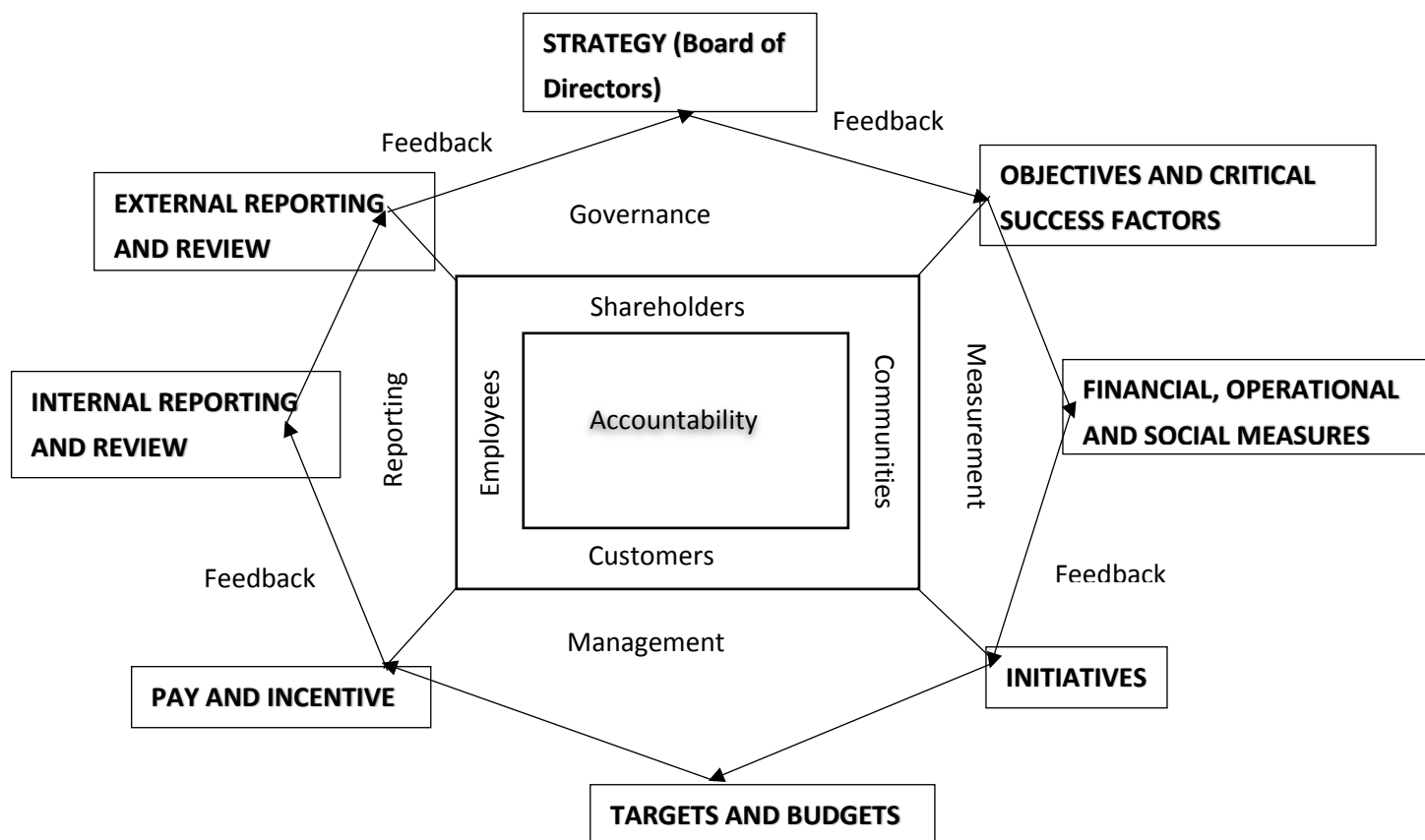
Source: Epstein and Buhovac (2014, p. 28)

In addition, the model above identifies various stakeholders, collectively responsible for creating and maintaining sustainability, but who are also recipients of the potential benefits of sustainability. These stakeholders include shareholders, managers, employees, customers and communities. The focus of

this study is mostly on organisational members, which include senior managers, managers and employees and their role in creating sustainability.

The most important function of senior management is to provide an environment that encourages sustainability (Epstein & Buhovac, 2014, p. 34). For the successful implementation and monitoring of sustainable strategies senior leaders must take initiative. In most companies, the implementation of change is a top-down intervention, therefore, executives and the board of directors need to be fully committed to the change strategy and set an example. If leaders are not knowledgeable enough about sustainability, they will not be able to motivate their followers or implement the required strategy, structure or systems required for sustainability. Authors such as Bartlett (2011, p. 24), Carter and Rogers (2008, p. 368), Firdaus and Udin (n.d., p. 138), Holt and Anthony (2000, p. 144), Olson (2008, p. 22), Smith and Perks (2010, p. 4) and Wang, Flood and Gao (n.d., p. 9) emphasise that organisations wanting to ensure future business success, must make sustainability part of the organisation.

Furthermore, senior management should model desired behaviours and provide strategies to protect the planet. Failing to prepare a proper sustainable strategy could result in constant reactive actions, rather than proactive actions and an increase in costs (for example, legal claims and reputation) and a decrease in profitability. Companies that operate internationally might find it difficult to implement a sustainability strategy due to international regulations, as well as the need to adhere to cultural issues (Epstein & Buhovac, 2014, p. 35). Guidance in the development of sustainability strategies could come from government and industries who have already established minimum compliance standards.

Ehlers and Lazenby (2007, p. 132-133) explained that a complete strategic management process should be used to create a business strategy. A strategic management process is divided into different phases, including strategy formulation, implementation and continuous improvement. Dealing with the first phase, the organisation needs to determine its capabilities and positioning within the broader macro environment and address issues such as corporate governance and mission formulation. It also has to conduct an external and

internal environment analysis. Still in the formulation phase, the organisation then needs to formulate a suitable strategy using longer-term goals, considering current functional and industry-specific strategies. In the implementation phase, the strategies formulated are introduced and implemented and in the continuous improvement phase, the organisation achieves its set objectives. This process is illustrated in Figure 2.2.

Figure 2.2: The Strategic Management Process

Determine organisation current position within macro environment

ENVIRONMENTAL

Strategic direction and corporate governance

ANALYSIS

Internal environmental analysis

External environmental analysis

Strategic formulation: long-term goals and competitive strategies

STRATEGY

FORMULATION

Strategy formulation: grand and functional strategies

Industry-specific strategies

Strategic analysis and choice

The drivers of strategy implementation

STRATEGY

IMPLEMENTATION

Structural drivers and instruments for strategy implementation

Continuous improvement through strategic control and evaluation

Source: Ehlers and Lazenby (2007, p. 133)

It is therefore evident senior management should initiate and support the development of a strategy for sustainability as part of a long-term organisational strategy. It is also evident that such a strategy should be developed after both the

external and internal environment has been analysed. Strategies are both idealistic and functional and imply choice. At the same time, it is evident that one strategy does not fit all organisations. However, there has to be a good reason for a specific strategy to be adopted. The next section considers the rationale for developing a green organisation.

2.3   RATIONALE FOR GOING GREEN

Organisations should go green for various reasons. In general, applying 'green' practices within workplaces aim to create healthy environments for employees, reduce unnecessary waste and ensure sustainability for the next generations. Going green has moral and social, as well as economic and sustainable value and contributes to a positive organisational image.

As discussed in a previous section, the main aim of going green is sustainability. Sustainability relates to workable processes, which will ensure that the earth can sustain all life in future (Ehlers & Lazenby, 2007, p. 57). Sustainability implies pursuing economic development and growth, while at the same time preventing environmental degradation (Firdaus & Udin, n.d., p. 135). Green investments are not only made through capital, equipment and assets, but also through human resources.

Human Resources play a significant role in assisting organisations to be sustainable and to increase return on investment on sustainable initiatives (Deloitte, 2008, p. 1). Authors, such as Buzzle (2012, p. 1), Graci and Dodds (2008, p. 255), Hussain (1999, p. 203) and Wills (2009, p. 2), highlight that going green is costly. Others, including Carter and Rogers (2008, p. 365) and Smith and Perks (2010, p. 2), however, disagree and stipulate that sustainable practices can strengthen reputation, improve morale, lead to cost savings and benefit the environment. An organisation's input, processes, outputs and outcomes in social, environmental, economic and financial performance, determine the return on investment (Epstein & Buhovac, 2014, p. 6).

Going green is an ethical and moral obligation. According to Hussain (1999, p. 203) every person has an ethical obligation to preserve earthly resources for future generations. Human beings are morally expected to pursue a course of sustainable development, which will result in a shared vision and values for both individuals and organisations (Hussain, 1999, p. 203). McNamara (2012, p. 1) states that a person who knows the difference between right and wrong and chooses right, is moral; however, a person whose morality is reflected in his or her willingness to do the right thing (even if it is hard or dangerous), is ethical. According to this author, ethics are moral values in action (McNamara, 2012, p. 1). This implies that going green is ethical, the right and the only thing to do, even when circumstances are difficult. For organisations, this would imply not choosing the cheapest or easiest option, but selecting options that ensure long-term sustainability.

There are also legal reasons for going green. The Constitution of the Republic of South Africa (1996, p. 1251-1252) states that everyone has the right to an environment that is not harmful to their health or wellbeing, as well as an environment which protects the present for future generations. In addition, the South African government enforces environmental regulations through the King Report and various other public Acts (for example, National Environmental Management Act No. 7 of 1998) (Environmental Affairs, 2016, p. 2).

The King Report supports "the future we want" objective and enforces environmental reporting by addressing the triple bottom-line concept. The triple bottom-line refers to economic, social and environmental sustainability. The King III report enforces compliance on South African organisations using three organisational aspects: Leadership, Sustainability and Corporate Citizenship based on an "apply or explain" basis. The King III report also emphasises concepts of integrated sustainability and social transformation. The report indicates that unless organisations adopt measures to reduce their carbon footprint, greenhouse gases will quadruple by the year 2050 (King III, 2009, p. 3). The King III report addresses sustainability of the environment by means of eight principles, listed below (King III, 2009, p. 6-50):

- The Board and Directors are not only responsible for the success of the organisation, but also have to report on social, economic and environmental performance.

- The organisation minimises its effect on the environment and promotes and cultivates an ethical corporate culture through corporate citizenship, leadership, integrity and responsibility.

- The CEO, board of directors, management and staff, monitor risk management. Risks include those of stakeholders, reputation, compliance, ethics and sustainability and social risks. In terms of sustainability, the board needs to determine the extent to which risks related to sustainability are addressed and reported on. This requires an environmental impact assessment that focusses on aspects such as energy use, greenhouse gas emissions, sequestration, compensation and vulnerability to risk.

- An internal audit process is required to ensure that risks are managed and all internal auditors need to have appropriate technical and business skills.

- Integrated sustainability reporting and disclosure is required. Effective communication and reporting should be active and transparent and key issues such as economic, social and environmental ones should be addressed. Sustainability reporting could be based on The Global Reporting Initiative Guidelines, the AA 1000 Framework and Stakeholder Engagement Standard, the OHSAS 18000 Occupational Health and Safety Standards, the ISO 9000 Quality Management Assurance Standard and the ISAO 14000 Environmental Standard.

- Companies must comply with laws, regulations, rules and standards and reporting must be transparent and become public knowledge.

- Stakeholder relationships are managed through a focus on communication, constructive engagement, equitable treatment and mutual respect.

The principles above speak to economic, social and environmental sustainability. For the purposes of this study, the implications for environmental sustainability are that the Board of Directors are ultimately responsible for creating an ethical and responsible corporate culture, that behavioural risks should be identified through proper audits, and that these risks should be publicly communicated. The

establishment of an ethical corporate culture through corporate citizenship, leadership, integrity and responsibility is specifically referred to.

According to Epstein and Buhovac (2014, p. 4) organisations are regulated to adhere to environmental regulations and non-compliance has become costly. Legal costs, loss of productivity time due to additional inspections, potential closure of operations, corporate reputation, penalties and fines, are some of the factors motivating or rather forcing organisations to comply with environmental requirements. Bansal and Roth (2000, p. 724) agreed with Epstein and Buhovac (2014), and confirmed that three basic motivations for going green were evident, namely competitive advantage, legitimation and social responsibility. The major part of legitimation was 'compliance' to keep up with environmental regulations. The biggest concerns identified were "sanctions", "fines and penalties", "bad publicity", "punitive damages", "avoiding clean-ups", "discontented employees and workforce" and "risks" (Bansal & Roth, 2000, p. 727-728).

A case in point is the court case *Company Secretary, ArcelorMittal SA and another v Vaal Environmental Justice Alliance,* in which the importance of culture, environmental awareness, ecological sensitivity and the involvement of the public in environmental issues were emphasised. The importance of protecting and preserving the environment was evident, when Vaal Environmental Justice Alliance (VEJA) requested ArcelorMittal SA (AMSA) (previous called Iscor) to submit their Environmental Master Plan due to suspected irregularities related to waste. VEJA legally requested 'company information' from AMSA based on the Promotion of Access for Information Act (PAIA), whereby AMSA refused to submit such information. The High court held that VEJA had a valid case (High Court of South Africa (2013, p. 1-9). The matter was then taken on appeal by AMSA who eventually lost the case (Supreme Court of Appeal (2014, p. 1-35). This case illustrates the legal action as a result of environmental infringements and the right of communities to have access to environmental information.

The following list provides examples of a number of South African Acts that govern environmental sustainability (Environmental Affairs, 2016, p. 1-5):
- Constitution of the Republic of South Africa, (Act No. 108 of 1996).

- Department of Environmental Affairs National Environmental Management Act 1998 (Act No. 107 of 1998) regulations for admission of guilt fines; National Environmental Management Waste Act, 2008 (Act No. 59 of 2008).
- Environmental Laws Rationalisation Act, (No. 51 of 1997), G 18420.
- National Environmental Management Act, (No. 107 of 1998), G 19519.
- National Environmental Management Act Amendment, (No. 8 of 2004), G 26570.
- National Environmental Management: Waste Amendment Act (No. 26 of 2014) (G 37714).
- National Water Act, 1998 (No. 36 of 1998).
- Promotion of Administrative Justice Act, 2000 (No. 3 of 2000).
- Promotion of Access to Information Act (No. 2 of 2002) - (G 23119 - GeN 187).

Organisations must therefore build a sustainable green culture through internal policies, procedures, regulations, cost and energy savings interventions, waste minimisation, promotion of green image and corporate social responsibilities (Haleem, Kulonda & Khalfan, 2009, p. 224).

In addition to legal adherence, companies also have to consider their reputation. Organisations have to demonstrate that they care about the environment to gain the trust and goodwill of the people within the communities they operate. Demonstrating their social and moral obligations towards the environment contributes to building a good reputation (Epstein & Buhovac, 2014, p. 4). A 'good reputation' is viewed as an intangible, yet priceless asset, and is one advantage of going green (Epstein & Buhovac, 2014, p. 4). Employees are increasingly sophisticated, 'tuned in' to current thinking and society, and require organisations to become more responsible. Employees prefer to identify with an employer whose principles and practices are in tune with current trends. Environmental programmes have proved to be an effective means of motivating staff to work as a team towards a common goal and some organisations reward their staff for 'green' initiatives (Epstein & Buhovac, 2014, p. 4).

However, identifying, measuring and reporting social, environmental and economic impacts cannot begin until senior management is committed towards an improved sustainability management strategy. Such a strategy is mainly achieved through the development of a mission, vision and value structure reflecting sustainability (Epstein & Buhovac, 2014, p. 4).

It is evident that organisations that are not proactive, view sustainability only as a buzzword and not as an action plan (Graci & Dodds, 2008, p. 254). This lack of information and sustainability awareness results in those organisations not seeing the benefits for adopting a sustainable culture, which could include consumers' buying decisions and their willingness to pay more for a product or service. To achieve this, organisations must show superior environmental performance in comparison to its competitors and organisations have to be perceived by consumers to have a credible reputation for exhibiting a high level of environment commitment and not only window dressing (Graci & Dodds, 2008, p. 254 & 257).

The information above demonstrates the rationale for going green. The most important rationale is therefore that sustainability protects natural resources for future generations and organisations have a moral, ethical and social obligation to protect the environment. This obligation is enforced by various pieces of legislation, including the Constitution of South Arica (SA), aimed at protecting both people and the environment. Organisations that meet these legal regulations and go beyond them develop a positive reputation, which ultimately could affect the bottom line. The research has also indicated that senior management plays an important role in making a principled decision to go green and develop appropriate strategies to achieve this goal, but that ultimately everyone has a role to play in sustainability. The next section explores the role of the various stakeholders in creating a green organisation.

2.4 STAKEHOLDERS INVOLVED IN CREATING A GREEN ORGANISATION

Establishing a green culture in an organisation is in essence a change process and therefore it is important to identify the stakeholders involved and affected by the change process.

Stakeholders are divided into core and fringe stakeholders (Epstein & Buhovac, 2014, p. 26). Core stakeholders are those who are visible and can directly influence corporate decisions due to their powers or legitimacy, whereas fringe stakeholders are not directly involved within the company (Epstein & Buhovac, 2014, p. 26). Generally, 11 organisational stakeholders are identified, namely owners and investors, employees, line managers, top managers, unions, company suppliers, corporate partners, company customers, communities, control bodies and professional fund providers (Guerci & Rami Shani, 2014, p. 81). Stakeholders can also be described as internal and external (Guerci & Rami Shani, 2014, p. 81), with managers and employees as internal and customers and communities external. The focus of the study is mostly on internal customers as organisational culture is the main focus of this study.

Epstein and Buhovac (2014, p. 26) and Guerci and Rami Shani (2014, p. 81) define stakeholders as individuals affected by the organisation or those who affect the organisation. Both these definitions can apply at the same time with respect to a specific stakeholder, for example, employees.

Cassar and Bezzina (2005, p. 213) state that change is a participative process and involving all stakeholders is therefore important. Management cannot solely impose change, as buy-in needs to emanate from within the recipients or co-actors in change. Support and co-operation of all stakeholders are required for successful transformation.

In this section, prominent stakeholders, such as senior management, operational management and specific business units, are involved in establishing a green organisation. Other critical stakeholders, such as employees, are also highlighted.

2.4.1 Senior management (as transformational leaders)

Epstein and Buhovac (2014, p. 34) state that the CEO and senior management are key stakeholders in the change to a green organisation. Some authors disagree with this statement and state that employees are key stakeholders and only through engaging them, organisations successfully change and become green (Bentley, 2007, p. 1-2). Ehlers and Lazenby (2007, p. 133) highlight the role of senior managers as strategists and strategy developers. The decision to go green is a strategic decision. Senior managers need to explain and communicate the decision to go green, provide the necessary resources and serve as role models in this respect. They are therefore, in addition to employees, considered as key stakeholders in establishing a green organisational culture.

2.4.2 Managers (as operational leaders)

Considering that senior managers are a contributing factor to achieve organisational change and develop strategy, middle and line managers are tasked with the practical roll-out of sustainability policies, as well as the maintenance and enforcement thereof (Epstein & Buhovac, 2014, p. 48).

2.4.3 Employees (as pivotal stakeholders and participants)

According to Sorensen, Hasle and Pejtersen (2011, p. 405-406), employees play a pivotal role in moving an organisation towards its environmental objectives. Not the organisation, nor the employees can work independently without the other, therefore Sorensen et al. (2011, p. 405-406) view their input as a 'relationship based on trust'. Most employees do not personally work with top management where the 'idea' or instructions are normally generated; however, cases where interpersonal relationships and trust are derived from occur when instructions are mediated through middle management.

Therefore, when change is considered and management fails to consult with employees, it allows employees to develop distrust in management or the system, which will affect the anticipated outcome of a change process. Employees are the

individuals who ensure instructions or systems operate smoothly within an organisation without them being held to ransom. Therefore, acknowledging and engaging employees through gaining their trust will be a preventative measure where change is required.

As such involving employees during a change management process is essential to achieve organisational objectives (Heathfield, 2016, p. 1). This method has proved to be successful during transformation processes. Epstein and Buhovac (2014, p. 34) and Bentley (2007, p. 1-2), agree with Heathfield (2016) that when considering change processes, engagement or consultation with employees guarantees a successful outcome.

Although Bentley (2007, p. 1-2), Epstein and Buhovac (2014, p. 34) agree to the principles of engaging with employees, they indicate that a successful outcome has to be ensured. The level or way in which an organisation will engage with employees depends on the complexity of the products, the geographical area (as different communication mediums could be used), the type of industry and the employee characteristics. Other authors, such as Guerci and Rami Shani (2014, p. 81-87), state that the level of engagement with employees is subjected to power (authoritarian or participative), legitimacy (legislation and policies) and urgency (timing that something needs to be implemented). Irrespective of the different opinions of these authors, it is clear that early communication and engagement will benefit the organisation and not leave the employees feeling that the organisation is not considering their input.

Therefore, engaging with employees are important; employees prefer to identify with an employer whose principles and practices are in line with current trends and talented employees will identify with environmentally conscious companies. Environmental programmes have proceeded to be an effective means of motivating employees to work as a team to achieve a common organisational goal. Some organisations reward staff for 'green' initiatives (Graci & Dodds, 2008, p. 260). Other organisations engage and empower employees and manage their resources rationally; this contributes to an improved corporate image and

reputation and satisfies the demands of highly environmentally aware customers, which could result in increased profits (Fraj, Marinez & Matute, 2011, p. 351).

2.4.4 Specific units (for example, engineering)

Business units need to ensure that sustainability interventions are included in the day-to-day operations and therefore play an important role in green initiatives in organisations. Organisations are increasingly pressurised by stakeholders to become environmentally conscious and to integrate environmental management practices into their processes and corporate strategies (Mollenkopf, Stolze, Tate & Ueltschy, 2009, p. 17). Operational units are normally tasked with reducing cost and risk and to consider sustainability processes. This can be achieved through the reduction of waste, risk pollutions and compliance with government legislations and can be enforced by regular environmental standards interventions and or individual performance interventions (Graci & Dodds, 2008, p. 263). If these units fail to manage risk, they might also fail in meeting customer demands.

2.4.5 Human Resources department

Pursuing a green culture is a people's issue and requires complete buy-in from all stakeholders. Human Resource Management involves the daily running and management of personnel or human resources. This includes acquiring, training, appraising, motivating, rewarding and disciplining employees and providing a safe, ethical and fair work environment for them (Berg, Botha, Kiley & Werner, 2013, p. 10-11).

Therefore, Human Resources professionals' tasks consist of the planning, development, implementation and evaluation of recruited staff and assisting in labour conflict resolution, as well as represent various parties in workplaces during negotiations on issues such as pay and working conditions. Other functions also include personnel issues such as the training and induction of new employees; performance management; maintaining personnel records on various issues; needs analysis for skills and training; advising management on various personnel-

related issues, such as policies and procedures; and understanding and implementing labour laws (Berg et al., 2013, p. 10-11).

Subfields of Human Resource Management include industrial and organisational psychology, which is concerned with employee attitudes about organisational climate, culture and trust, as well as organisational change and productivity enhancement interventions (Berg et al., 2013, p. 6).

It is clear that the Human Resources department's functions include the direction of human behaviour within the organisation.

Stringer (2009, p. 77-78) supports that Human Resources is a key stakeholder when considering going green, as this is key to change people's minds and attitudes about greening a building or business. This is in line with (Berg et al., 2013) who stated that behavioural management is part of the Human Resources department's functions. They mention that without Human Resources involvement, investing in energy-efficient equipment (for example, computers) will have no value if the behaviour of employees could not be changed to switch computers off at night, which in the end contributes to energy savings (Stringer, 2009, p. 77-78).

HR's function in creating a green culture is therefore to formulate policies and practices to reach environmental and social goals, while balancing these objectives with traditional financial performance measurements. HR should also be a partner in determining that what is required in compiling corporate and sustainable strategies (Cohen et al., 2012, p. 1). This means changing all HR systems to achieve a sustainable culture and not only just one or two components (Liebowitz, 2010, p. 51).

Cohen et al. (2012, p. 1) define sustainable human resource management as creating a workforce that has the trust, values, skills and motivation to achieve a profitable triple bottom line.

Cohen et al. (2012, p. 11) compiled a diagram to show the role of HR in sustainability. The diagram is presented in Figure 2.3.

Figure 2.3: The role of HR in sustainability
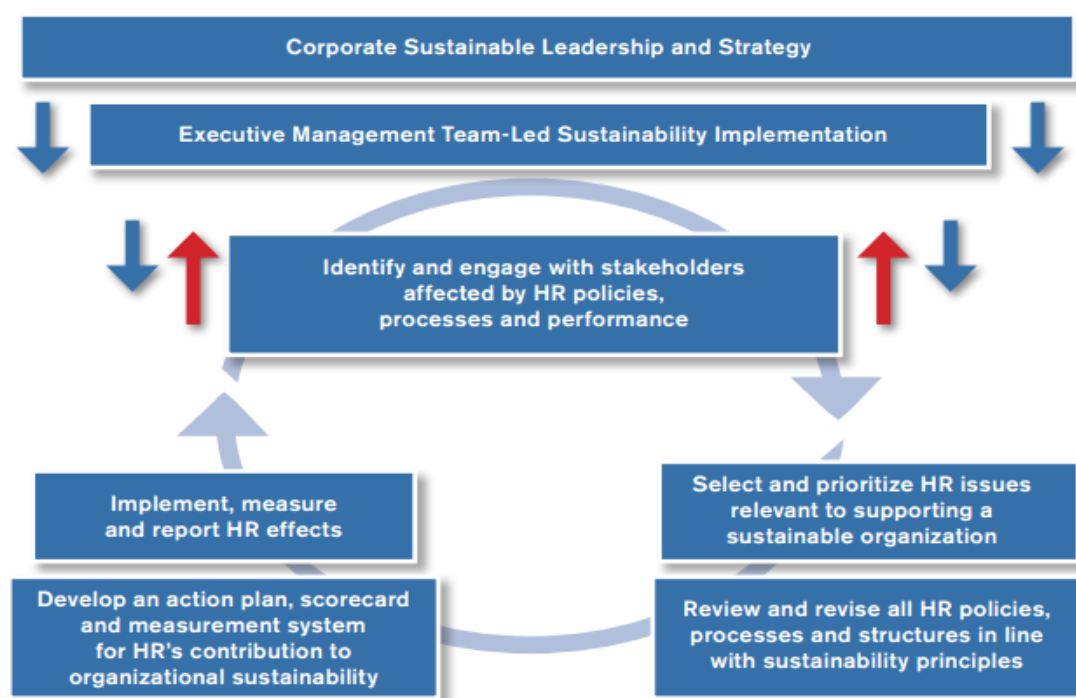
Source: Cohen et al. (2012, p. 11)

According to the framework provided in Figure 2.3, HR should review all HR core functions, as mentioned earlier, relating to the protection of employee rights, equal opportunity in employment, recruitment, training, development, workplace facilities, health, safety and well-being, compensation, organisational culture and communication, to always reflect the business strategy in terms of sustainability (Cohen et al., 2012, p. 3).

Different authors Stringer (2009) and Cohen et al. (2012) have given different meanings to HR's role in 'going green'. Cohen et al. (2012, p. 1) referred to it as sustainable human resources and other authors (Ahmad, 2015, p. 3; Opatha & Arulrajah, 2014, p. 104) refer to the term 'green HRM'.

2.5 ORGANISATIONAL CULTURE

The purpose of the study was to identify HR strategies that could be used to create a green culture. The aim of this section is to explore the meaning and importance of organisational culture.

Schein (2013, p. 1) defines culture as 'a pattern of shared basic assumptions learned by a group as it solves the problems of external adaptation and internal integration, 'A product of joint learning'. This view stipulates that culture can be learned to adapt to a new way of doing things, while learning to solve problems (Szczepanska-Woszczyna, 2014, p. 29). Szczepanska-Woszczyna (2014, p. 28) agrees with Schein (2013) and includes that organisational culture is "a way of perceiving, thinking, feeling, reactions shared by company employees, which are often deeply hidden in human minds and even unnoticed.

Rahmati, Darouian and Ahmadinia (2012, p. 129) define culture as "a pattern of beliefs and expectation shared by the organisation" or "the way we do things around here". These "beliefs and expectations" create standards, which develop the actions of individuals and groups. This is also known as a behavioural pattern, which is adopted over time.

Belshek (2017, p. 2) defines culture as "the collective programming of the mind which distinguishes the members of one group from another".

According to Grobler, Warnich, Carrell, Elbert and Hatfield (2011, p. 638), culture is real and can be defined as the shaping of the mind that distinguishes the members of one group or category of people from those of another. It is expressed as the collective values, norms, traditions, myths and institutions characterised among members of a group. Culture defines people, context, human relationships and leadership, and virtually every aspect of the business.

Grobler et al. (2011, p. 638) also state that businesses assume that if the product, strategy or approach works for one culture, it will work for another. However, failing to understand this concept could result in major implications to the business

and as such, managers should understand how to make the best of this component to ensure success within an organisation.

Galloway (2011) defines culture as 'the way we do things around here'. He argues that organisations will struggle to create a sustainable culture as it does not come in a box and there is no silver bullet that one can purchase that creates a desirable outcome. Creating a culture that provides sustainable value, and continues to focus on adding value, only occurs through a crystal-clear aligned focus and internal passion for excellence at all levels of an organisation. Therefore, creating a sustainable culture is not about what you do, it is how you do it.

Culture is defined as the particular set of values, beliefs, customers and systems, which are unique to the organisation (Burnes, 1996, p. 111).

- Culture includes everything a group thinks, says, does and makes – its customers, ideas, morals, habits, traditions, languages, material artefacts and shared systems of attitudes and feelings that help create standards for people to co-exist and which are acquired, developed and passed on by the group of people, consciously or unconsciously, to subsequent generations. Organisational culture is also perceived as a three-layered entity which consists of the following (Bagraim et al., 2007, p. 25):
  - o Basic assumptions people in an organisation hold,
  - o Which give rise to shared feelings, beliefs and values; and
  - o Manifest in symbols, processes, forms and some aspects of group behaviour.

This could be explained as illustrated in Figure 2.4:

Figure 2.4: Three-layered view of organisational culture

Symbols	Processes	Forms
• Logos	• Methods	(Direct observable things)
• Stories	• Line of command	• Architecture
• Slogans	• Official communication channels	• Layout
• Rituals	• Strategies	• Furniture
• Ceremonies	• Socialisation procedure	• Official documentation
• Power holders		• Speeches
• Daily practices		

Behaviour:
• Those day-to-day actions that reflect the cultural values

Feelings Beliefs Values

Basic Assumptions (core of culture)

Source: Bagraim et al. (2007, p. 26)

Although the definitions above are somewhat different, the commonality observed within these definitions is that organisational culture is the collective behaviour of employees within an organisation. It is formed through organisational values, visions, norms, working languages, systems and symbols. It is evident during this study that organisational culture affects the conduct of the workforce, because individuals act in line with their own values and organisational culture is a collection of shared values. Therefore, consistent behavioural expectancies should be developed in line with the surrounding culture. This 'fit' between organisational culture and its environment indicates the significance of organisational flexibility to adapt to achieve its goals (Saher, Podsiadlowski & Khan, 2012, p. 212-227).

Therefore, when considering a green culture and its meaning, it is noted that a green culture should reflect shared values and collective behaviours aimed at creating enduring sustainability.

2.6 THE IMPORTANCE OR ROLE OF ORGANISATIONAL CULTURE

Organisational culture plays an important role within organisations as it defines the behaviour of individuals functioning within the organisation. The organisational culture integrates employees with the organisation and its environment. If not looked after, an organisational culture may determine the success or failure of a business. Some organisations could be praised or criticised, based on the 'way they do things', which could potentially affect the external stakeholder perceptions of such an organisation (Szczepanska-Woszczyna, 2014, p. 30). Therefore, organisational culture is indeed the heartbeat of every organisation; every organisation has one, conscious or unconscious. The management thereof is consequently critical.

Therefore, an organisation considering implementing a green culture would focus on ways to contribute to pro-environmental practices. This process in the end focusses on the quality of products and consumer expectations, as well as the protection of the environment, which becomes the constant drive to a desired outcome in the future.

An example of a green organisational culture is one in which organisational members share similar expectations and principles about the importance of balancing economic efficiency, social equity and environmental accountabilities (Bertels, Papania & Papania, 2010, p. 10). Therefore, having an organisational culture is not a once-off arrangement, but an internal phenomenon, which becomes a very important part of an organisation's brand (GE Capital, 2012, p. 3).

2.6.1   Influencing behaviour and performance

Many organisations consider high performance cultures to achieve its organisational goals. Strategy, operational performance and culture are all strongly related components of a high-performance culture (GE Capital, 2012, p. 3) and cannot be seen in isolation. To ensure that organisational performance is achieved, organisational culture and structure (Rahmati et al., 2012, p. 128) are important to influence behaviour.

Organisational culture controls the behaviour of individuals within an organisation. Behaviour is a learned (Bluestone, 2011, p. 21) habit, and the process of socialisation teaches new employees the habits required within organisations. These behaviours will also depend on the behaviours or modelling (Scott, McFarland and Seth 2013, p. 9) encouraged from senior management and by the general organisational culture as a whole (Rahmati et al., 2012, p. 131).

When considering organisational performance, it is clear from the above that results not only depend on what people do (the processes they follow), but also on how people behave as they do things (the practices they demonstrate). Irrespective of an organisation having well-designed processes, the behavioural practices of groups and individuals can make the difference between merely adequate and outstanding results (Tosti, 2007, p. 21).

A successful transformation of individual behaviour occurs when a person with no green values changes his or her behaviour to a green one. This would then mean that the person's values are now similar to those of the organisation (Cambra-Fierro et al., p. 159) and that a change from within the individual happened (Cassar & Bezzina, 2005, p. 209).

Bertels et al. (2010, p. 18-26), believe that the following components need to be present to ensure successful individual behavioural change, which could lead towards the successful establishment of a green culture:

- Engage

- o Engaging with employees, giving them a sense of belonging and motivation. This could be done through education, support, recognition, encouraging good ideas and linking individual impact on everyday actions at work with sustainability at home.
- Signal
  - o Having senior management's commitment towards sustainability, modelling the required behaviours, adhering to sustainable standards and accommodating work-life balance.
- Communicate
  - o Tell stories of desired sustainability behaviours using examples and stories. Also, customise communication to accommodate individual and group specifications within the organisation.
- Manage talent
  - o Recruit people with sustainability orientation or skills; move employees in the organisation who are passionate about sustainability roles and promote employees who show sustainable values and skills into higher positions.
- Reinforcement
  - o Continuously inform, regulate and follow up on desired sustainable tasks. Failing to follow up on post implementation action plans, creates negative perceptions, but if dealt with appropriately, these may enhance the embedding process and vice versa (Eaton, 2010, p. 49).

A successful transformation and output for an organisation would be to improve profitability. Integrating green values, would not only focus on the Human Resources component, but also improve the corporate image and reputation of the organisation, which will better satisfy the demands of highly environmentally aware customers (Fraj et al., 2011, p. 351). If there is a lack of support from senior management, insufficient resources, inability to obtain buy-in from employees and insufficient collaboration among departments, this will all lead to failure (Liebowitz, 2010, p. 55).

Influencing behaviour gives positive or negative results. There are key dos and don'ts, which need to be considered when changing towards a green organisational culture.

Many theories define behaviour (Chiyangwa, 2014, p. 53). However, for the purposes of this study, it is key to understand the desired and unwanted behaviours within a workplace when establishing a green culture.

Organisational change is not a haphazard intervention, but a planned process (Cawsey, Deszca & Ingols, 2012, p. 2). An important element in determining behaviour could be planned or logical action behaviour. Individuals have the choice to make decisions based on their beliefs (Chiyangwa, 2014, p. 53), although some perceive having some sort of control, could determine certain behaviour due to an individual's perceptions or tasks. Behaviour is also determined through attitude and subjective norms (Sadi & Noordin, 2011, p. 3).

The attitude towards such behaviours relates to an individual feeling of approval or disapproval (Chiyangwa, 2014, p. 53). The subjective norm is an individual's perception of what the person thinks he or she should or should not do to comply with green behaviour (Sadi & Noordin, 2011, p. 3).

Therefore, the behavioural intention is a measure of the degree to which a person is willing to perform a specified green behaviour (Ajzen, 1991, p. 3). It means that if there were a positive link between environmental standards and employee attitudes, the desired behaviour would be a guarantee. Some authors disagree (Bamberg & Möser, 2007, p. 15) and indicate that having pro-environmental behaviours present will ensure self-interest and concern towards others.

One factor, which contributes to acceptance behaviour, is recruiting pro-socially motivated persons within organisations. These individuals are self-motivated and actively involved in their jobs (Lanfranchi & Pekovic, 2014, p. 3).

When unwanted behaviours are present, non-motivated factors could be used to change these behaviours to a desired outcome. Some factors, which could be

used to motivate, include money, skills (gaining knowledge) and time (Ajzen, 1991, p. 182; Chiyangwa, 2014, p. 39). Other authors disagree and believe that playing on a person's emotions, would have a better effect (Bamberg & Möser, 2007, p. 15).

The following five components have an impact on both desired and unwanted behaviour (Chiyangwa, 2014, p. 42):

- Attitude towards going green.
- Subjective norms towards going green.
- Perceived behaviour control towards going green.
- Intention to carry out green behaviour.
- Actual green behaviour.

Some acceptable or unwanted behaviours could be (Lanfranchi & Pekovic, 2014, p. 3) the following:

Acceptable

- Positive and participative job involvement by doing what is in compliance with company regulations and having more autonomy and opportunity to enhance skills and leadership.
- Participative in social and environmental welfare activities by being environmentally responsible and attending to applicable functions.
- Environmentally responsible by complying with environmental individual and organisational goals and commitment to environmental policies.

2.6.2   Identification for the organisation and its members

Although the whole process of going green is perceived by many organisations as time-consuming and expensive, it saves lots of money in the end, which benefits the organisation, the people and plants. Some companies who have implemented green strategies have successfully generated billions in revenue. Although profits are not the only driver, government regulations are becoming renowned for environmental implementations and people are realising the

importance of using green technology; therefore going green matters to companies (Bhatacharyya, 2011, p. 1-2).

A number of organisations have received awards for various environmental achievement factors. These achievements contribute not only to the internal stakeholders, but also to the external ones. During this research, the following companies came to the fore, namely, Algorax (Business Staff, 2009, p. 11), Goodyear (Kernohan, 2010, p. 9) and SA Banks (Business Correspondent, 2009, p. 20).

These awards relate to the general operations as employees favour organisations who value environmental approaches and have an environmental reputation. They are more likely to join such organisations (Custard, 2008, p. 4).

Heaps and Kun (2007, p. 13-14) interviewed Mr P. Manning, a green conservative, inspired by the younger generation, who used this strategy and passion as a motivation. According to him, the lesson to be learned when considering this type of change, is to focus on the factor, which brought one into being, which is the environment, and to be honest towards the people around one and to be truthful to oneself.

General Electric (GE) achieved many successful implementations related to their products around the globe. GE did not adopt the 'go green' approach just because they cared for the environment; they also used this approach as part of their hard-edged business strategy to generate profits. Their view was that this approach would not only benefit the environment, but would inevitably produce profits for the business as well. This strategy has had a significant environmental impact on GE. They are so committed about their 'ecomagination products', that they implemented policies within GE and encouraged their customers and employees to decrease their footprints in their workplace as well as in their homes (Gwynne, 2010, p. 6-8).

Sustainability makes business sense and it is about doing the right thing. This is what Alcan, a company in Canada, is advising. This organisation uses their key

values as a driver to ensure positive outcomes for all its stakeholders. Alcan moved towards developing a sustainable mind-set in achieving their sustainability goals through using their values, such as integrity, accountability, trust, transparency and teamwork. Alcan has designed a model, seen in Figure 2.5 below, as proof of how they achieve success (Garner, 2008, p. 40):

Figure 2.5: Alcan's Sustainability Framework
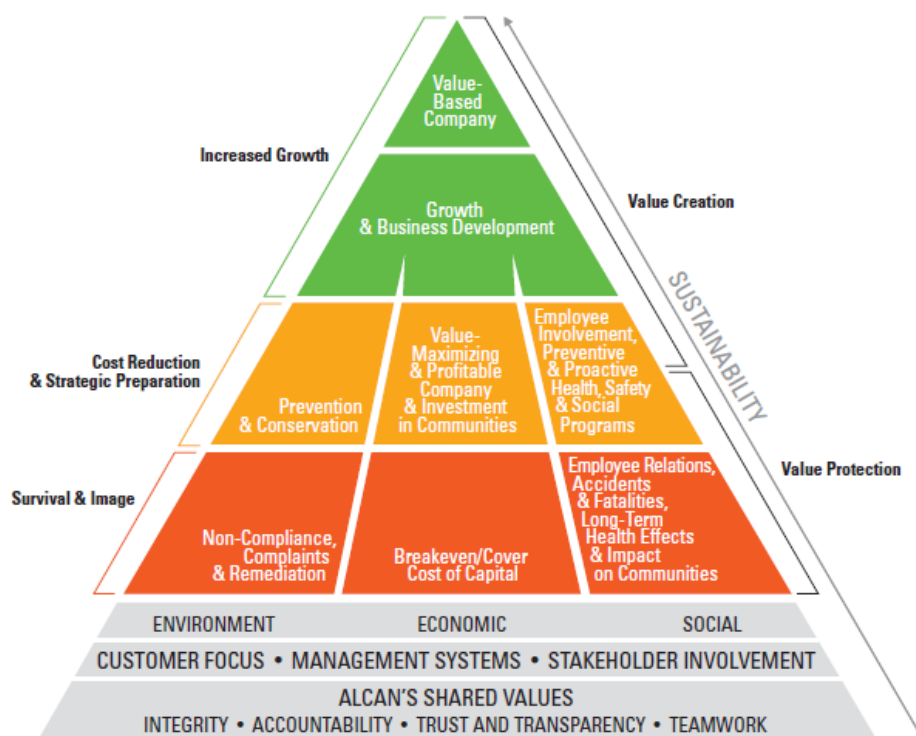
Source: Garner (2008, p. 40)

Nedbank had a different approach in that they stated that 'green starts with people' and using this as part of their 'green strategy'. Their key success contributor is modelling green behaviour and giving environmental opportunities to all stakeholders (Human Capital Review, 2012, p. 1-6).

Various aspects of organisational culture are important. As mentioned before, individual behaviour could influence the outcome of such transformation. This means that if there is resistance during such transformation, it could result in a success or failure. This will be discussed in the next section.

2.6.3 Resistance to change

Any new way of doing things takes time to get used to as people tend to go back to their old ways, if the new ways are not monitored and enforced. Resistance to change is often the main reason for failed change interventions. An example of such resistance is the following: if you fold your arms, unfold them and place them on your legs and then try to do it the other way around, you battle, because you are used to doing it the one way.

Many definitions of resistance to change are used, however Toribio and Hernandez (2011, p. 25) define resistance to change as "a multifaceted phenomenon, which introduces unanticipated delays, cost and instabilities into the process of a strategic change".

Toribio and Hernandez (2011, p. 1) indicated through their research that a properly managed change process means positive outcomes for all stakeholders. Examples include survival, growth, profitability and innovation for managers, opportunities for employee career advancement and product benefits for customers.

Toribio and Hernandez (2011, p. 2-3) also indicated that the main key to ensure long-term change is to obtain buy-in from employees, as without this factor it is almost impossible to implement change in organisations. They did stipulate that resistance to change has a negative connotation and therefore managers need to overcome this during the change process. Negative behaviour could consist of a lack of cooperation, apathy, frustration, grievance or strikes. However, Toribio and Hernandez (2011) also stipulated that going beyond the resistance to change, offers leaders information about the change process aspects that needed to be re-addressed, because these have not been properly defined.

Toribio and Hernandez (2011, p. 26-33) mention nine sources of resistance to change:
- Self-interest or concern over personal loss

- Loss of power, prestige, salary, change in working conditions and comfort are personal concerns of people when considering change.

- Group resistance
  - Groups have more power than individuals do, therefore management will acknowledge their concerns to avoid unexpected strikes or lack of cooperation.

- Misunderstandings
  - When individuals do not fully understand the change and its implications, change is likely to occur.

- Different assessments
  - Individuals have different backgrounds, roles and experiences, which could result in that they evaluate a situation differently.

- Low tolerance for change
  - This normally is a matter of individual personality, as people might understand the change intellectually, but they are emotionally unable to make the adjustment.

- Lack of skills
  - Learning or developing new skills or abilities, as well as acquiring new knowledge, is a necessity. Individuals can feel incapable of meeting the new demands or that they are indeed able to acquire the necessary skills.

- Organisational change cynicism
  - Cynicism is defined as "the core belief that principles of honesty, fairness and sincerity are sacrificed to further the self-interest of the leadership",
  - Cynics are much more pessimistic about change, because of a history of repeated failure.

- Fear of failure
  - Managers focussing more on the negatives than the positives during a transformation process can lead to fear of failure. Highlighting positive attitudes and behaviours in the organisation, however, will enhance confidence and will serve as a vehicle to implement change initiatives easier.

- Culture
  - Culture based resistance is more prevalent when the discretion of the change and the way it is handled, are not aligned with the cultural understandings and meaning characterising the organisation.

When change occurs, it is normal for people to go through a reaction process when facing organisational changes. Toribio and Hernandez (2011, p. 34-37) identified four stages which people experience, namely, (1) denial, (2) resistance, (3) exploration and (4) commitment. However, the researcher agrees with Belias and Koustelious (2014, p. 462) who explained their stages as, namely, (1) disbelief and denial, (2) anger and resentment, (3) emotional bargaining, beginning in anger and ending in depression, and (4) acceptance.

Therefore, in dealing with these stages HR needs to form a part in assisting with these behaviours through HR strategies and ensuring that transformation takes place in line with an organisation's vision, mission and goals.

2.7 GREEN THINKING AND BEHAVIOUR

The focus of this study is HR strategies for establishing a green culture within an organisation and therefore the emphasis is on managers and employees as key stakeholders.

Culture has been defined as basic assumptions (for example, assumptions of a shared role in sustainability) that influence shared values and beliefs, which then affect behaviour, processes and symbolic expression.

This implies that knowledge, attitudes and behaviour, are important components in establishing a green culture, as postulated by Opatha and Arulrajah (2014, p. 105).

These authors identify four important components, as indicated in Figure 2.6, in establishing green thinking and behaviour in organisations.

Figure 2.6: Four components of Green thinking and behaviour

Components of Green thinking			
Green Competencies	**Green Attitude**	**Green Behaviour**	**Green Results**
Knowledge and skills about sustainability and greening	Cognitive aspect (believing in greening) Affective aspect (positive feeling about greening) Behavioural aspect (intention to behave positively)	Green organisational citizenship behaviour Green interpersonal citizenship behaviour Green official behaviour	Green innovations Green outcomes

Source: Opatha and Arulrajah (2014, p. 105)

The figure above indicates that knowledge and skills (competencies) of sustainability and greening are important in establishing a green culture. Many people might support sustainability and greening without knowing what it entails and how to go about achieving or working towards such a goal. Knowledge sharing is therefore important and HR has an important role to play in this respect. Organisational members also need to develop a positive attitude towards going green. Attitudes themselves consist of three components, namely a cognitive, affective and behaviour component. The right attitude (favourable) means appropriate beliefs about sustainability and one's role in going green (cognitive), positive feelings towards nature (affective) and lastly, an intention to adopt the required behaviour. Lastly, green results need to be evident and should be celebrated. These results imply visible changes and outcomes.

Green behaviour is the extent to which organisational members engage positively in actions aimed at assisting the organisation as a whole to achieve its objective, namely to become a green organisation. According to Ophatha and Arulrajah (2014, p. 105-106) this behaviour is normally not part of formal job descriptions,

but is mainly voluntary green actions or behaviour, which in other words could be considered organisational citizenship behaviour (OCB). However, the authors suggest that green behaviours should be adopted as performance criteria and incorporated in the performance management agreement. According to them, 'green official behaviour' is a measurement, which could be included into formal job descriptions and be rewarded (Opatha & Arulrajah, 2014, p. 106).

2.7.1   Green change

Opatha and Arulrajah (2014, p. 107) illustrate (Figure 2.7) how green competencies and attitude translate into green performance, to collectively contribute to green organisational performance, and this implies change (having created a green organisation and a green culture).

Figure 2.7: Creating a green organisation through collective inputs
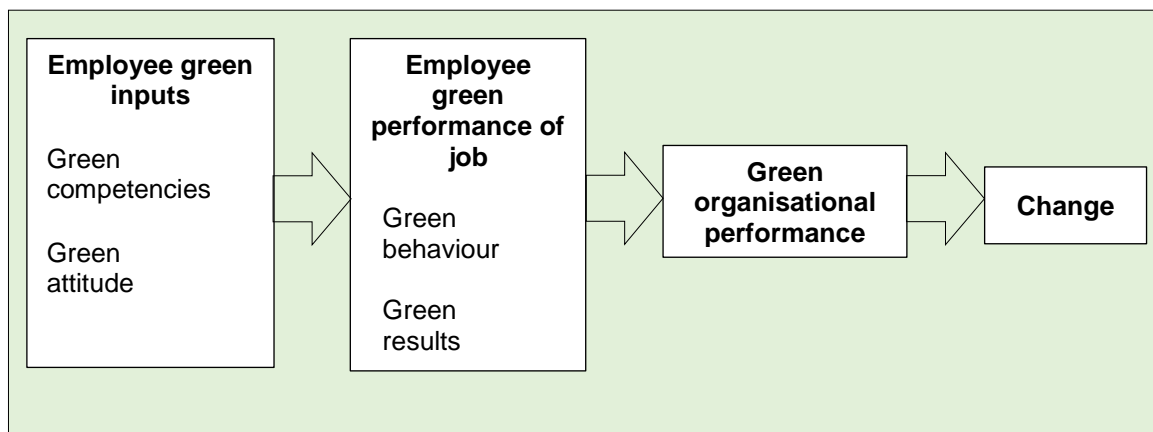
Source: Opatha and Arulrajah, (2014, p. 107)

Custard (2008, p. 4) highlights the benefits of engaging employees in sustainability efforts. These benefits, identified through research, are indicated in Table 2.1

Table 2.1: Benefits derived from engaging employees in sustainability efforts

Benefit gained	Description of the benefit
Performance	Employees become more committed, perform better and are less likely to leave the organisation
Retention	Employees who view their organisation's community involvement favourably are more likely to stay in the company for the following two years
More applicants	Jobseekers are more likely to join and stay with a company that are perceived to be socially responsible
Improved employer advocacy	Employees will recommend their company if they feel it is environmentally responsible

Source: Developed from research findings highlighted by Custard (2008, p. 4)

2.7.2 Green orientations

Before considering going green in a workplace, it is important to consider the different types of people employed before attempting to change them. Not all employees will adapt to 'green strategies' at the same pace and understanding the 'green profiles' of employees will streamline the transition process (Stringer, 2009, p. 80).

Opatha and Arulrajah (2014, p. 103) identified four behavioural roles related to environmental sustainability, namely:

- Preservationist: keeping the natural environment in its original form and protecting it from harm, loss or negative change;
- Conservationist: carefully using the natural environment to let it last as long as possible;
- Non-polluter: preventing the contamination of water, air and the atmosphere from unpleasant and poisonous substances and wastes; and
- Maker: creating gardens and natural looking places.

However, Stringer (2009, p. 80-81) highlights that not all people see the benefits of going green and identifies four profiles that describe the extent to which employees adopt green thinking and behaviour:

- Greeniacs 'get on with the green programme'. When a strategy is launched, they proactively participate in the programme and practise what they preach.

- Green bottom liners are conscious of the environment and active in their communities in terms of green issues. They understand that good choices for the environment are often good business decisions that can save money and increase long-term organisational value.

- Green couch potatoes are willing to try new green behaviours as long as they are easy and beneficial to them. These employees are not willing to extend themselves to protect the environment, especially if such an effort will disrupt their job activities.

- Sceptics (and closet sceptics) are annoyed by the constant media attention given to green issues, consider environmental issues just one of many important priorities, give environmental issues lip service, and are not really interested in changing their behaviour.

Not all people are therefore ready to adopt green thinking and behaviour. Considering the above, it is evident that, to go green, a change intervention is required and that, as part of the change intervention, resistance to change needs to be considered and dealt with.

McGuire et al. (2009, p. 3) state that change is a planned, organisation-wide, collaborative process based on scientific principles. In the next paragraph, Kurt Lewin's change process is explained as it is acknowledged as a basic framework for organisational change.

2.8   KURT LEWIN'S CHANGE MODEL

Change is constant, but in recent years, the notion of change towards sustainability is receiving increased attention. Kurt Lewin designed a three-stage model, which is explained in the next section.

The first stage, namely, 'the unfreeze' stage, describes the removal of the current culture to make way for change. The second stage, 'the change', defines the development of the new culture. Lastly, the 're-freeze' stage, shares the reinforcement of the new culture. This can be seen in Figure 2.8, explained below, which provides a framework for change (Lewin, 2017, p. 1-2).

Figure 2.8: Kurt Lewin's Change Management Model – A Three-Step Change Model
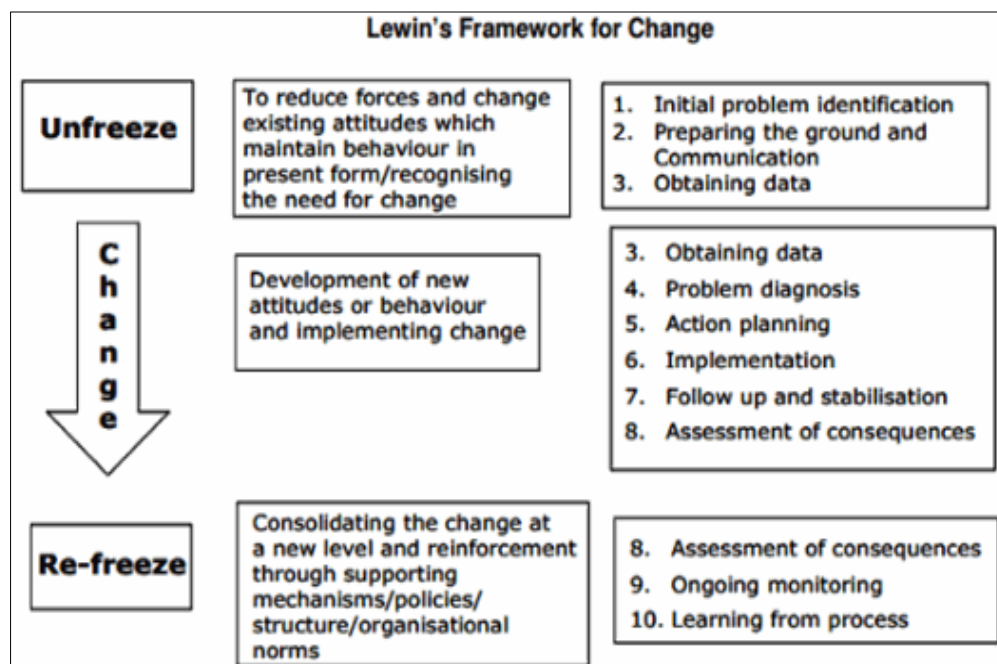
Source: Lewin (2017, p. 1-2)

Three stages should be considered for the planned change process. Change is not a haphazard process and as such, these three stages explain how to conduct a training process from the initiation, to the managing and stabilising stage. The simplest way to explain it is when you use the analogy of a large cube of ice and

the desired form would be to have a cone of ice. The method, which should be considered, would be to melt the large cube, pour the water into the desired cone shape and allow the water to become a solid substance; therefore, the process of unfreeze, change and refreeze (Lewin, 2017, p. 1-2). This process is visible Figure 2.9 below.

Figure 2.9: Depiction of Kurt Lewin's Model - Unfreeze, Change and Refreeze
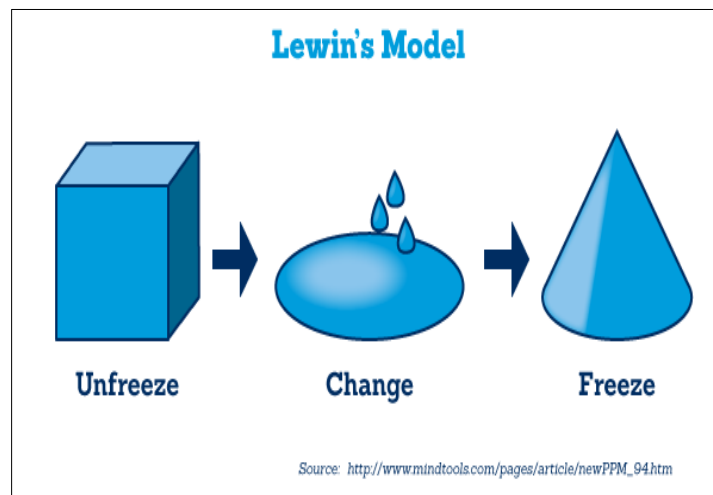
Source: Lewin (2017, p. 1-2)

This process can be compared to an organisation where the current culture needs to be changed and the reasons for the change (block of ice) should be understood. Thereafter, the benefits of change need to be communicated, rumours dispersed, problems addressed, direction given and all stakeholders involved (liquid form). Lastly, things that support the change (for example, policies, job descriptions) need to be created and identified, reward systems implemented, training programmes instituted and feedback and control systems established, to ensure the desired culture (cone of ice) (Lewin, 2017, p. 1-2).

These three stages are known as follows:

2.7.1.1   Stage 1 – Unfreeze.

2.7.1.2   Stage 2 – Changing.

2.7.1.3   Stage 3 - Refreezing.

For the purposes of this study the model above would be to unfreeze the way in which the business operates where environmental factors are concerned (for example, waste) and communicating to stakeholders the implications of not considering a green culture. Individuals also have to be led to understand that their current behaviour is affecting the environment and will have an impact on future generations.

The changing stage will be to plan and change these processes. This can be done through clarifying the benefits of change and how they will affect everyone concerned. Opportunities to involve employees should be given and it should be ensured that line managers provide day-to-day direction (Lewin, 2017, p. 1-2). Involving role models, experts, benchmarking results and training, are useful instruments to facilitate change (Buelens et al., 2002, p. 545).

Lastly, processes, which will support the new green culture, need to be refrozen. This can be done through ensuring that top-level management and leadership support the new culture. The Human Resources department need to be involved to create strategies to support this culture through new reward systems, training, assisting internal departments and establishing feedback and control systems (Lewin, 2017, p. 1-2).

2.9   CONCLUSION

Being a green organisation implies not only looking after current environmental resources, but also ensuring the sustainability of such resources for the future. Many reasons motivate organisations to go green of which legal compliance is but one. This chapter demonstrated that going green is a strategic decision that senior management has to make and support, but the buy-in must be obtained from various stakeholders. This implies the adoption of change strategies. Successful change would end up with complete green thinking, green behaviour and green change. The next chapter focusses on HR strategies for creating a green culture.

CHAPTER 3
HR STRATEGIES FOR CREATING A GREEN CULTURE

3.1   INTRODUCTION

In Chapter Two, it was shown that to create a green organisational culture a change strategy is required. The purpose of this chapter is therefore to consider HR strategies that organisations can adopt to create this green culture. In essence, this chapter focusses on strategies such as vision, values, leadership, communication, training and rewards that could contribute to creating a green organisational culture.

3.2   HR STRATEGIES FOR A CULTURE CHANGE

It was mentioned in Chapter Two that for creating a green organisational culture, a strategic approach must be adopted and that senior leadership plays an important role in creating a green mandate in the organisation. This study revealed a paucity of literature existing on organisational change strategies specifically aimed at creating a green organisational culture. The strategies identified and presented in this section are therefore more generic in nature, but their implications for creating a green organisational culture specifically, are highlighted.

3.2.1   A green vision

A vision statement provides a "description of what an organisation would like to achieve in the mid- or long-term future". It also acts as a guide for recognising immediate and or future actions or tasks (Business Dictionary, 2016, p. 1). Normally, the executive team creates the vision of an organisation and represents 'what' an organisation wants to become (Buelens et al., 2002, p. 71).

An example of a vision inclusive of an environmental responsibility is that of Nedbank which states as follows: "To be Africa's most admired bank by all our stakeholders - our staff, clients, shareholders, regulators and the communities that we live in". The term 'regulators' in this context refers to the respective governments and their policies and regulations, whom they strive to admire the bank as being a responsible bank. Nedbank plays a significant part within the communities they operate as well as in the environment (Nedbank, 2016, p. 1).

3.2.2   Organisational values

Organisational culture is the "glue" that keeps everything together within an organisation (Belias & Koustelios, 2014, p. 454) and organisational values create the foundations for organisations' culture (Buelens et al., 2002, p. 59). Different types of values influence organisational culture such as espoused values, which are preferred by organisations, and enacted values, exhibited by employees. For these two values to be aligned, it would mean that an organisation's values (for example, Nedbank has integrity as a value (Nedbank, 2016, p. 1) and employees' enacted behaviour are coordinated (this is when Nedbank's employees act with integrity when no one is looking). This means that the organisation's espoused values are being enacted (Buelens et al., 2002, p. 60).

If an employee has 'green' values, it makes it easier for both the organisation and the employees to enact such a value. This enhances intrinsic motivation (Bartlett, 2011, p. 10-11) and commitment automatically without enforcing rules and regulations. Therefore, 'green behaviour' becomes natural when employees want to live their green values at work (Fetzer & Aaron, 2010, p. 25).

3.2.3   Senior leadership

The senior and executive management teams' functions at the highest level within organisations can be seen as the decision-making powers of the organisation. They have specific executive powers derived from either their position or the authority of the board of directors or shareholders (Belias & Koustelios, 2014, p. 458-456). They are responsible for hard-headed business decisions, managing

risks, corporate governance and the environment they operate within (Bartlett, 2011, p. 37).

During all stages of organisational change, these leaders form a critical component in motivating stakeholders to go through a change process and to achieve newly shared objectives of the organisation. For leaders to be successful in this venture, they need to possess three characteristics important in a transformation process, namely, the ability to influence, to establish a common goal and to be able to motivate employees towards the new vision (Belias & Koustelios, 2014, p. 457-458). Such leadership would be demonstrated where innovation is promoted and employees feel psychologically safe to ask questions, to experiment, to report on errors and where employees are not emotionally criticised (Chatman & Cha, 2003, p. 25). It is therefore essential to have a team of credible, powerful and committed leaders who could "lead" through the change (Bartlett, 2011, p. 14).

Management is the implementation and management of systems and processes in any organisation. Leadership refers to the ability to influence people's behaviour. Epstein and Buhovac (2014, p. 34) suggest for leaders to be successful in influencing behaviour they need to be knowledgeable on the issue of the suggested change, its strategy, systems and structures to motivate its constituents.

3.2.4   Green champions

Adopting a green culture requires a sense of importance; without this people will be unlikely to change (Bartlett, 2011, p. 14). It is suggested to assist the organisation and to create this sense of urgency throughout the organisation, 'green champions' should be appointed. These 'green champions' are there to assist an organisation with their 'green vision and goals' as well as to engage with people throughout the process. The main reason for the appointment of 'green champions' is to stimulate the organisation's sustainability mission, to raise awareness of sustainability practices, facilitate learning to help role-play ideas and to take action for system improvements (GMIC, n.d., p. 3).

The organisation's vision and sustainable policies alone cannot assist to find system enhancements, operational efficiencies or communication improvements. A green team is defined as "an effective way to implement a sustainable programme. Using a team approach helps to ensure that all divisions and offices of the business are aware of and participating in the programme. In addition, the team approach allows for the work to be distributed among several people and departments" (GMIC, n.d., p. 3).

Some responsibilities for the 'green champion' team would include (GMIC, n.d., p. 3):
- Identifying the goals and objectives of the organisation regarding sustainability;
- Designing and planning programmes to meet the goals of the programme as identified;
- Gathering support and necessary tools to implement programmes;
- Recognising and rewarding successful efforts to help reach the goals;
- Communicating with staff and stakeholders;
- Tracking and reporting of measurements; and
- Continual driving and showing energy for the programme.

Furthermore, successful 'green champion' teams display the following characteristics (GMIC, n.d., p. 4):
- Support from top level management;
- Representation from all departments of the organisation;
- Committed and participative members;
- Established structure with defined meeting time and guidelines;
- Collaborative in spirit, welcoming ideas from all stakeholders;
- Shared purpose and goal;
- Defined plan of action to achieve goals;
- Project focussed rather than administration focussed;
- Shares and celebrates successes; and
- Creativity and the ability to make activities fun.

3.2.5   Green gap analysis

To understand what is required to adopt a green culture, it is important to conduct a green gap analysis to determine what exists, what is needed to achieve the green objectives, how difficult the change process will be and who should be tasked to do it (McDonald, n.d., p. 1-2).

The starting point when dealing with what exists and what is needed to achieve the green objectives, would be to establish whether the organisation has a Quality Management System (QMS). Using the ISO14000 standards would be a good starting point to establish what needs to be achieved versus what the organisation already has in place. This ISO14000 will highlight where environmental controls or additional controls, documentations and training should be implemented (McDonald, n.d., p. 1-2). The process itself might not be difficult, but it could be time-consuming and should get the required time needed not to overlook critical steps in the process (McDonald, n.d., p. 3)

When considering an ISO gap analysis, the question is who should be doing this. One option is to empower employees within the organisation; however, certain factors should be considered before this can happen.

The implementers (management) of such an analysis must examine the areas to be audited for compatibility and completeness. Management knows how the business operates and the current culture of the organisation (for example, who is going to do internal audits; what training the auditors will require conducting the audits, and what type or amount or level of training will be required for employees)

However, employees should not assess their own department, but that of which they have some basic understanding. Both employees who are both very and less familiar with the process should be involved in analysing who should drive the change (McDonald, n.d., p. 3-4).

3.2.6 Development of a green strategy

In Chapter Two (paragraph 2.2), it was indicated that a complete strategic management process should be used to create a business strategy and that such a strategic process will consist of various phases. These were depicted in Figure 2.2 (Ehlers & Lazenby, 2007, p. 132-133).

This process indicates that various stakeholders are involved and certain drivers should be considered to ensure a successful implementation.

3.2.7 HR as a change agent

Due to the new environmental challenges and government's responsibility in dealing with these, individuals and organisations are becoming more environmentally conscious. Due to the human component to this, Green Human Resource Management (GHRM) is emerging as a significant component within the management functions (Mehta & Chugan, 2015, p. 74). Several definitions exist for GHRM (Firdaus & Udin, n.d., p. 244), however, the main focus of GHRM is to promote sustainable practices and increase employee awareness and commitment on issues of sustainability (Mandip, 2012, p. 244).

Human Resources' role in this involves enrolling and motivating environmentally-friendly HR initiatives that result in greater efficiency, lower costs and better employee engagement and returns, which will benefit the organisation (Mandip, 2012, p. 244).

Toribio and Hernandez (2011, p. 22) suggest that to ensure a successful transition, change agents could also be used. A change agent can be defined as "with one foot in the old world and one in the new". These individuals tie both worlds so that others can travel across quicker (Toribio and Hernandez, 2011, p. 22).

Various factors can influence change agents' success, such as the person's personality, vision and the situation at hand. It is important for change agents or

leaders to have the following characteristics to ensure successful transformation, namely, commitment to improvement, communication and interpersonal skills, determination, eyes on the prize and flexibility, experience and networks as well as intelligence (Lunenburg, 2010, p. 1-6; Cawsey et al., 2012, p. 261-266).

Different types of change agents include, for example, the emotional champion, developmental strategist, intuitive adapter and continuous improver. Change agents could consist of larger groups such as change teams, depending on the volume of work and the different roles and skills required. A cross-functional change team could bring different perspectives, experiences and credibility to the team due to their different roles (Cawsey et al., 2012, p. 272-279).

Fetzer and Aaron (2010, p. 97) disagree and believe that having 'green champions or green teams' could be ineffective if they are used in isolation and if people do not have the necessary personalities, skills or experience in such an initiative. However, one thing they agree on is that engaging employees in such a 'going green' initiative is critical to ensure success.

Ulrich (1998, p. 2-11) identified Human Resource Managers as 'change agents' as one of four main strategic Human Resources roles in an organisation. HR plays an important role in being a strategic partner during any change process. Although strategy is the responsibility of the company's executive team, the primary responsibility for determining HR's role to achieve business goals belongs to the CEO or the most senior person in the company. HR's role as a change agent is consequently to replace resistance, the result of fear, with resolve planning, which replaces resistance with questions about its possibilities. Although HR cannot execute the change themselves, they are making sure that change is carried out.

3.2.8 Communication

Having an environmental policy or considering a sustainable strategy has no meaning if it is not properly communicated to all stakeholders.

As mentioned in the previous chapter, it starts with a green vision, which is embedded in the strategic goals (Epstein & Buhovac, 2014, p. 51).

Various other strategies could be considered when communicating going green initiatives. One strategy, which the Weinreb Group considered when going green, was to align HR and all internal communication to ensure it is precise and consistent. The company used visual reminders in various media, green language and continuous progress or feedback on green initiatives, as only a few strategies to engage employees in sustainability (Weinreb, 2011, p. 1-2).

Another author (Töpfer, 2005, p. 10-15) states that storytelling is an inspiring way to ensure change happens. It may be necessary to link sustainability with personal topics such as health, wealth and jobs. Some people are tired of the "unfulfilled 'fear' message". "Human fight or flight instincts are not programmed to respond to vague, uncertain threats such as climate change". Therefore, sharing positive successful stories in a language that is understood goes to the heart, which enhances the probability of buy-in and commitment towards change.

3.3 HR STRATEGIES FOR CREATING AND IMPLEMENTING A GREEN CULTURE

For an organisation to adapt a 'green' organisational culture, it is important to obtain the right employee green 'inputs (green competencies, green attitude)' and the right employee green 'performance of job (green behaviour, green results)' as discussed in Chapter Two (Figure 2.7). HRM includes more or less 18 functions, namely, job design, job analysis, human resource planning, recruitment, selection, hiring, induction, performance evaluation, training and development, career management, pay management, incentives management, welfare management, management of employee movements, discipline management, health and safety management, grievance management and labour relations (Opatha & Arulrajah (2014, p. 107). However, other authors (Chatman & Cha, 2003, p. 26-28) only refer to three key functions to consider for a green culture. These include recruitment and selection, socialising and training and reward systems as key green HRM strategies.

Opatha and Arulrajah (2014, p. 108), in their research, indicated main HRM functions which should be considered in the quest to create a green organisation. The functions are listed and their contribution summarised in Table 3.1:

Table 3.1: **Recommendations for using HR processes to shape green behaviour**

HR Function	Recommendations
Job Analysis	• Include environmental dimensions as a duty in the job description • Include green competencies as a special component in the job specification
Recruitment	• Include environmental criteria in recruitment messages • Communicate the employer's green vision in recruitment efforts
Selection	• Select applicants that are sufficiently aware of greening • Select applicants that attempt to introduce greening in their private life domain
Induction	• Make new employees familiar with the greening efforts of the organisation • Develop induction programmes that demonstrate green citizenship behaviours of current employees
Training	• Impart knowledge and skills about greening through a training programme exclusively designed for greening • Conduct a training needs analysis to identify the green training needs of employees
Performance	• Evaluate employee's job performance according to green-related criteria • Include a separate component in the performance feedback interview to discuss progress on greening efforts

Rewards	• Provide financial incentives to employees for good green performance on the job
	• Give non-financial rewards such as praises and recognition to employees for their greening efforts and achievements
Discipline Management	• Formulate and publish rules of conduct relating to greening
	• Develop a progressive system to punish employees who violate the rules of green conduct

Source: Opatha and Arulrajah (2014, p. 108)

HR as the "custodian of culture" could implement different strategies to modify the attitudes and behaviours of managers and employees by using key HR strategies (Rani & Mishra, 2014, p. 3634). However, Sudin (2011, p. 80) indicated that an organisation can consider the best environmental management systems (EMS), but these will only be effective if the organisation has the right people with the right skills and competencies.

The term 'Green Human Resource Management' may have different meanings, but the most regulatory term used is to highlight the concern of people management policies and practices towards the broader corporate environmental agenda (Rani & Mishra, 2014, p. 3633). Therefore, Green Human Resource Management through HR policies and practices plays an important role within an organisation to support environmental protection. These interventions from HR need the involvement of the whole organisation to be successful in becoming a green organisation (Rani & Mishra, 2014, p. 3635).

Although many Human Resources strategies could be implemented in building a green organisation, this study will only focus on a few critical strategies as discussed below.

3.3.1 Green thinking as a criteria for employment

Some articles indicated that a candidate should display the appropriate values related to the organisational values to be considered for employment.

Recruitment and selection can be done by using different methods and criteria such as telephonic, video or Skype interviews (Rao, 2012, p. 81), the assessment of personal attributes (Mandip, 2012, p. 245), and the assessment of the candidate's knowledge, skills, approaches and behaviours (Ahmad, 2015, p. 6). These all enable employers to appoint the 'best fit' candidates (Rao, 2012, p. 81). Green job descriptions, green practices, green employer branding and considering employees who are 'green aware', provide a good foundation for potential employees within a green organisation (Rao, 2012, p. 81). The use of various onboarding programmes will also assist in developing towards a green culture (Prasad, 2013, p. 17).

Table 3.2 provides a summary of recommendations given, based on research done related to environmentally friendly and sustainable recruitment and selection practices.

Table 3.2: Recommendations: Recruitment and selection

Recommendations	Author/s
Focus on environmental issues during recruitment; check qualifications related to environmental issues where required; use eco-friendly recruitment stations; paperless recruitment; electronic interviews.	Ahmad (2015, p. 5)
Reflect sustainability in job descriptions; use organisational websites to outline the organisation's greening endeavours.	Mandip (2012, p. 245)
Conduct online recruitment: automatically and electronically track, control, filter and action applications	Rao (2012, p. 81)
Consider contemporary environmentalism, pro-environmental stance and ethical behaviour when recruiting potential employees	Cherian and Jacob (2012, p. 27)

Ensure a close fit between the applicant's and the organisation's values; use the organisation's environmental reputation and images in recruitment efforts	Renwick, Redman, Maguire (2012, p. 2)
Analyse present competencies to determine future needs and competency gaps	Strandberg (2009, p. 13)

Source: Self-constructed

3.3.2 Orientation towards green thinking and behaviour

Recruitment as a Human Resources strategy to change organisational culture cannot function in isolation to change. Induction and or onboarding programmes will guide new recruits on corporate environmental culture (Mandip, 2012, p. 245), health, safety and green working conditions (Prasad, 2013, p. 17). As was said earlier, recruitment on its own will not suffice in developing a green organisational culture, although it is a great starting point. Onboarding or orientation and recruitment are interrelated and if a candidate with an already 'green mind' were selected, it would allow for an easy induction or orientation into environmental processes (for example, recycling, conservation and creating a more logical world) (Ahmad, 2015, p. 6).

3.3.3 Ongoing awareness campaigns

Awareness campaigns are important to educate people about environmental practices. Different awareness programmes take place around the globe. Earth Day, among others, is an example of such a campaign, which started in the 1970s. Successful awareness campaigns are those programmes, which are lived daily and enforced through legislation to ensure change (Earth Day, 2016, p. 1).

Few top organisations (for example, Africa and Benelux and Nestle) use their green awareness campaigns together with their Human Resource policies as contributors for developing and re-enforcing their 'green culture'. Human Resource policies looked at the reduction of company travelling for business

purposes and awareness campaigns became mandatory. The result of the reduction in business travelling was more 'family time' spent at home (Green Times, 2013, p. 1). Wellness programmes, flexible working hours, cleanliness and waste management drivers, are normal green awareness initiatives that can assist in making employees feel that they are responsible for important contributions in preserving the environment (Prasad, 2013, p. 16).

Such a strategy becomes important for not only changing organisations' culture, but changing people's behaviour to think more "green" and educating them by engaging them in 'green initiatives'. This acts as a catalyst to raise awareness (Fetzer & Aaron, 2010, p. 28). Although awareness campaigns are important, only focussing on them without additional interventions, is a waste of time and energy (Graci & Dodds, 2008, p. 265).

Spreading awareness and educating people about the degeneration of green resources is a constant challenge and no easy task. People live in their comfort zones and their lifestyles reflect a lack of awareness of the damage they cause to the environment (Gaikwad, 2011, p. 2).

3.3.4   Training and development of green behaviour

Training and development is an important contributor in creating and implementing a green organisational culture as well as getting employees literate in sustainability. These developmental opportunities will allow employees to be engaged in 'something bigger than themselves' and could result in cost reductions if successfully executed. Giving employees the knowledge and training will ensure the right information is communicated for their roles to allow them to deliver organisational sustainable solutions. Skills can be acquired through workshops, training and communication campaigns (Fetzer & Aaron, 2010, p. 72, 131 & 186).

Epstein and Buhovac (2014) agree and state that training interventions are important tools to disseminate new values and competencies to change employee mind-sets. This then confirms that training and development as a change intervention will foster an understanding of sustainability awareness when

implementing a green organisational culture. Other authors, such as Mandip (2012, p. 245), Prasad (2013, p. 18) and Rao (2012, p. 82) are, however, of the view that normal training is not as effective as job rotation. Job rotation allows for important skills to be accrued and might be effective for acquiring certain skills, but in the implementation of a green culture, it will have little effect. Therefore, to ensure the desired behaviour is achieved, training programmes can consist of environmental-related aspects of safety, energy efficiency, waste management and recycling.

Considering the above, Tolbize (2008) stated that the type of training offered (hard or soft skills) does not matter, what is important is how the training is shared, considering the various generational differences in the workplace. The different generations (Tradition, Baby Boomers, X and Y) have different preferences when being trained, coached or mentored (Tolbize, 2008, p. 8). This is explained in Table 3.4. The generations also include the most recent generation (Z) which is technology-savvy (Research Maniacs, 2017, p. 1) and want to advance quickly (Comaford, 2017, p. 1).

Table 3.3: Recommendations: Training and development

Recommendation	Author/s
Train employees in working methods that conserve energy, reduce waste; diffuse environmental awareness within the organisation; engage with employees in environmental problem solving.	Ahmad (2015, p. 7)
Use green orientation programmes to train and inform new hired employees to comply with the organisation's environmental standards or programmes.	Mandip (2012, p. 246)
Executive or future board members can acquire environmental management skills through job rotation interventions, which will in the end, disseminate to all employees.	Rao (2012, p. 82)

Environmental training with specific and customised organisational outcomes for employees guarantees more results in comparison to standard environmental programmes.	Cherian and Jacob (2012, p. 27)
Environmental training with specific and customised leadership outcomes for management cultivates the desired behaviour, which is modelled within an organisation.	Renwick et al. (2012, p. 4)
Induction, probationary periods and continuous awareness programmes (interventions) are used to up-skill and transfer knowledge to employees to acquire the desired environmental competencies.	Strandberg (2009, p. 14)
Communicate with employees to stay healthy through routine exercising programmes and use public transport opportunities to go to and from work.	Goldblatt (2012, p. 219)

Source: Self-constructed

The table below indicates a summary of all generations.

Table 3.4: Generational cohort

Description	Traditionals	Baby Boomers	Generation X	Generation Y	Generation Z
	(Tolbize, 2008, p. 8-12)	(Tolbize, 2008, p. 8-12)	(Tolbize, 2008, p. 8-12)	(Tolbize, 2008, p. 8-12)	(Comaford, 2017, p. 1)
Attitudes towards authority / rules	Value conformity, authority and rules, and a top-down management approach	Uncomfortable interacting with authority figures	Comfortable with authorities and are not impressed with titles or intimidated by them	Respect must be earned	They want to look their leader in the eye and experience honesty and transparency
Attitudes regarding loyalty to their employers	Most loyal workers	Value company commitment and loyalty	Less loyal to company, but loyal to people	Committed and loyal when dedicated to an idea, cause or product	Committed, but job security and top motivator.

Work-life balance		Sacrificed personal life for work	Value work-life balance	Value work-life balance	Value work-life balance
Concerns related to change	Changes in both the internal and external environment; Technology changes, change that is disorganised, unnecessary or both; resistance to change	Changes in both the internal and external environment; Technology changes, change that is disorganised, unnecessary or both; resistance to change	Changes in both the internal and external environment; Technology changes, change that is disorganised, unnecessary or both; resistance to change	Changes in both the internal and external environment; Technology changes, change that is disorganised, unnecessary or both; resistance to change	Feel that other generations have overcomplicated the workplace
Reasons for staying in an organisation	Opportunity to advance; Learning and development; Respect and Recognition; Better quality of life; Better compensation	Opportunity to advance; Learning and development; Respect and Recognition; Better quality of life; Better compensation	Opportunity to advance; Learning and development; Respect and Recognition; Better quality of life; Better compensation	Opportunity to advance; Learning and development; Respect and Recognition; Better quality of life; Better compensation	Want to be mentored in an environment where they can advance quickly
Preferred way to learn soft or hard skills	On the job, discussion groups, classroom instruction, workbooks, books and reading, one-on-one coaching or computer based training	On the job, discussion groups, one-on-one coaching; peer interaction; books and reading	On the job, one-on-one coaching; peer interaction; assessment and feedback; books and reading	On the job, peer interaction and feedback, discussion groups, one-on-one coaching, don't want annual reviews, they want ongoing conversations, books and reading	Don't want annual assessments, they want to be mentored and given feedback on an ongoing frequent (daily) basis

Source: Self-constructed

3.3.5   Rewards for green initiatives and behaviour

Ehlers and Lazenby (2007, p. 216) state that reward systems are a key driver to ensure organisational change. Although other authors such as Fetzer and Aaron (2010, p. 133-134) agree with Ehlers and Lazenby (2007), they believe that allocating rewards just for the sake of 'wanted' sustainable behaviour, could do more damage than good if this is not thought through thoroughly.

Authors such as Epstein and Buhovac (2014, p. 131-132) believe that reward systems should be linked to performance management programmes, which will be discussed later in this chapter. However, putting too much emphasis on 'pay-for-performance' could negatively affect the intrinsic motivation of employees (Bagraim et al., 2007, p. 92).

Rewards can be defined as "the umbrella term for the different components considered in performance evaluation and the assignment of monetary and non-monetary rewards to them" (Ehlers & Lazenby, 2007, p. 230). An organisation can use various reward options to encourage or motivate sustainable behaviour. The monetary rewards include salary increases, profit sharing, share options, cash bonuses and retirement packages, which are normal. However, the non-monetary rewards may include status, recognition, awards, job security, promotion, benefits, stimulating assignments and the familiar corner office. Other rewards could be linked to an individual or a group (Ehlers & Lazenby, 2007, p. 230).

Table 3.5: Recommendations: Rewards and compensation

Recommendations	Author/s
Motivate employees by rewarding them for accomplishing green organisational goals is a sustainable way to influence and cultivate the desired green behaviour by employees.	Ahmad (2015, p. 7)
Include and link variable pay (for example, incentives) to eco-performance outcomes where employees can conserve energy and reduce waste.	Mandip (2012, p. 247)

Non-monetary rewards (for example, awards, recognition) are used to achieve organisational environmental outcomes.	Renwick et al. (2012, p. 5-6)
Reward employees by linking promotions to successful implementing, managing and monitoring of environmental outcomes.	Strandberg (2009, p. 15-16)
Where food is made available in meetings, use local organic food to conserve and protect the environment. Using organic food also ensure healthy practices for employees attending such meetings.	Goldblatt (2012, p. 219)

Source: Self-constructed

3.3.6 Employee relations and disciplinary measures

Organisations are bound to the guidance of all employment related Acts when managing employee relations. However, organisations may, within these boundaries, establish their own set of rules and behaviours required from their employees. This is done through the establishment of a Code of Conduct. These rules determine permissible behaviour for all employees in the organisation, which includes the highest to the lowest ranked employees. This strategy is to ensure that all individual employees contribute effectively and efficiently to the organisation's goals.

A disciplinary code enforces the concept of corrective or progressive discipline and allows employee to understand the standards required and empowers management to seek to correct employee behaviour when they transgress (Nel, Van Dyk, Haasbroek, Schultz, Sono & Werner, 2005, p. 146).

This study focusses on incorporating green measures, which individuals need to comply with and failing this, will result in reprimanding transgressions.

Table 3.6: Recommendations: Employee codes of conduct

Recommendations	Authors
Link environmental rules and duties to a progressive system and punish employees who breach environmental rules and regulations.	Mandip (2012, p. 245)
Focus on including environmental clauses in employee contracts; breach of safety, health and environmental rules and regulations may constitute a breach of contract and grounds for dismissal.	Rao (2012, p. 82)
Use the organisation's Code of Conduct as tool for green cultural integration and enforcement of such compliances.	Strandberg (2009, p. 13)

Source: Self-constructed

Having good employee relations within an organisation provides transparency, and fair and consistent treatment of all employees. Good employee relations allow employees to be committed to an organisation's goals. Some organisations use an employee relations policy to provide direction for management and employees to eliminate problems before they become serious. Such a policy can be defined as a document used "to communicate management's thinking and practices concerning employee-related matter and prevent problems in the workplace from becoming serious" (Gomez-Mejia, Balkin & Cardy, 2007, p. 408-409).

Table 3.7: Recommendations: Employee relations

Recommendations	Author/s
Openness and transparency about environmental requirements and how these factors affect the employee relationship. Employees feel valued and they show interest in dealing with environmental issues; employees use their skills to the benefit of the environment and the organisation.	Ahmad (2015, p. 8)
Use environmental experts, mentors and entrepreneurs who can share knowledge on social and ecological	Mandip (2012, p. 246)

information on organisational products and services where such knowledge was not available previously.	
Employee engagement improves health and safety practices in the workplace, which will improve wellness and reduce injuries as well as environmental waste.	Rao (2012, p. 82)
Various practices such as international environmental standards (ISO standards), employee empowerment, teamwork, communication and environmental training programmes contribute to the successes of green organisations.	Cherian and Jacob (2012, p. 28)
Caring managerial and supervisor behaviour are critical to develop employee engagement within environmental management.	Renwick et al. (2012, p. 7)
Employee engagement has been acknowledged as a key driver of shareholder value in organisations and this component has become a key measurement for corporate performance by the board and management	Strandberg (2009, p. 18)

Source: Self-constructed

3.3.7   Linking green behaviour with performance outcomes

Table 3.8: Recommendations: Performance Management (PM)

Recommendations	Author/s
Integrate environmental standards into performance systems, which are used as tools to improve the environmental footprint as well as provide feedback and support to employee performance.	Ahmad (2015, p. 6)
Link performance evaluations with job descriptions and reward programmes, while mentioning employees for specific green goals	Mandip (2012, p. 245)
Using a system to measure environmental performance companywide, which can raise any recurring problems,	Rao (2012, p. 81)

and gain information on past and future performance of the firm, which provides awareness and education to employees	
Measure environmental risk areas (for example, injuries and incidents on duty)	Renwick et al. (2012, p. 5)
Integrating corporate values in performance management systems, which are aligned with environmental performance.	Strandberg (2009, p. 15)
Wellness and environmental programmes inspire and motivate staff to exceed their set individual goals.	Goldblatt (2012, p. 219)

Source: Self-constructed

3.3.8   Celebrations

A celebration can be defined as "the action of celebrating an important day or event" (English Oxford, 2017, p. 1). Some organisations honour environmental awareness events through celebrating environmental calendar days. Such events can be made available by the Department of Environmental Affairs (Environmental Affairs, 2017, p. 5) or where organisations allocate their own events on their own calendars (Africam, 2010, p. 1). Well-known events can be listed as follows: Business Clean-up Day (28 February); World Water Day (22 March); Earth Hour (25 March); Earth Day (22 April); World Environment Day (05 June); Arbor Week (01-07 September); World Car-free day (22 September) and National Recycling Week (13-19 November) (Environmental dates, 2017, p. 1-2).

Earth Day or Environmental day (also known as 'Arbor Week') is the most common environmental day celebrated in South Africa. This day is normally used to increase public and employee awareness (Africam, 2010, p. 1) and represents organisational principles and environmental standards (Passikoff, 2015, p. 1-2).

Some environmental practices of organisations are visible through successful implementations. These celebrations act as inspirational examples or stories for

other organisations that are anticipating and considering or are in the process of adopting a green culture. Moving towards a green culture has many benefits and success stories have been told in a number of sectors for example, Agriculture, Chemical, Construction, Energy, Manufacturing, Retail and Transport (Sukhdev, Stone & Nuttall, 2010, p. 1-15).

Some organisations build their success stories though marketing green brands. This can be done through the development and marketing of new products (Ford, 2013, p. 1), old products (Guernsey, 2017, p. 1), operational environmental building and practices (Woolworths, 2013, p. 1), client services (Nedbank, 2017, p. 1) as well as community services (for example, Pick and Pay) (Fifty Shades of Green, 2017, p. 2).

3.3.9   Branding as a green organisation

Celebrating and branding are closely connected with branding becoming a well-known word within the 'going green' initiatives. More and more organisations consider honest efforts to brand their products to gain stakeholder trust. A recent survey identified consumers around the world, loyal to organisations whose products comply with environmental standards. Consumers demand authenticity, not fronting. Consumers therefore insist on the following standards for their products, namely, "morally, ethically, spiritually, physically, positively, absolutely, undeniably and reliably" green (Passikoff, 2015, p. 1-2). Secondly, organisations need to consider ways to share knowledge to their customers to understand their products, which will result in more sales (Fifty Shades of Green, 2017, p. 2).

Achieving green awards locally (Traveller24, 2016, p. 1-2) or internationally (Newsweek, 2016, p. 1) adds to the organisation's 'brand building' (Brand South Africa, 2013, p. 1).

Marketing 'green' brands does not only attract potential employees, but current employees relate to an 'eco-friendly' organisation and prefer to work for such organisations (Epstein & Buhovac, 2014, p. 4).

3.3.10 Measurement of progress and success

Change is not a haphazard process and careful planning needs to be invested before embarking on such a process, as is evident from Lewin's model. Various strategies can be used to contribute to a desired 'green' outcome, but measuring such processes will be critical to see if progress is made.

Lewin's model indicates a simple way of measuring progress and success. The three-step process provides a practical description on how progress can be viewed. Although planning is one of the important steps, he emphasises that the new green behaviours and thinking should be cemented in the organisation. In terms of this study, HR should therefore monitor the extent to which their strategies are successfully contributing to the green culture, identify gaps and take corrective action. A continuous process of improvement should take place and progress can be checked by using different methods, for example, surveys, observation, interviews, focus groups and questionnaires.

3.4 CONCLUSION

Change is an integrated process using various stakeholders and strategies. Human Resources is a key stakeholder during this process and various methods can be used to change, improve and identify green strategies. The next chapter focusses on the research methodology used to conduct this study, which will provide statistical data for analysis purposes.

CHAPTER 4
RESEARCH METHODOLOGY

4.1 INTRODUCTION

Chapter Two focussed on the literature review related to sustainability and a green organisational culture. The theory revealed that not only is sustainability a concern, but organisations should adopt a green organisational culture for valid reasons. Stakeholders in organisations involved in creating a green organisation were also identified.

Chapter Three provided an overview of Human Resource strategies which could be used to change culture and specifically create a green organisational culture.

Chapter Four presents the research methodology used to conduct the empirical research and includes a discussion of the research paradigm, method and questionnaire design used in the empirical study.

4.2 RESEARCH PARADIGM AND APPROACH

A research paradigm can be defined as "the progress of a scientific practice based on people's philosophies and assumptions about the world and the nature of knowledge" (Collis & Hussey, 2003, p. 46). In the context of this study, the research paradigm is the context within research is conducted. In terms of this study, the research paradigm is positivistic.

Collins and Hussey (2003, p. 47) refer to two paradigms, namely a positivist and phenomenological research approach.

A positivist approach implies seeking facts related to social phenomena, while retaining an independent and objective stance by using logical reasoning to establish a link between variables and integrated information (for example, experience, intuition), which is then converted into numbers (Collis & Hussey,

2003, p. 52-53). The positivistic paradigm is therefore associated with a quantitative research approach (Struwig & Stead, 2007, p. 5).

The phenomenological paradigm, on the other hand, involves determining, investigating and focussing on the perceptions of people to create a more in-depth understanding of the phenomena investigated. Research methods associated with the phenomenological paradigm include unstructured or structured interviews, or focus groups, which require the research to analyse the responses (Collins & Hussey, 2003, p. 52-53). This represents a qualitative approach (Struwig & Stead, 2007, p. 11).

Using various methods of research is obviously beneficial. However, in this study a theoretical study and a survey were used to collect data related to the same topic. According to Gibson and Hurry (2014, p. 22) any data collection tool is reliable and it should not matter who is administrating it. The application of one tool (qualitative – interviews) versus another (quantitative – survey) should result in similar outcomes for the same subject. Other authors (Hammond & Wellington, 2013, p. 140) disagree with the previous authors and indicate that surveys are strong on the technical measures of validity and reliability, but fail to address the situational nature of participant responses.

In this study, a positivist paradigm was adopted. In terms of this study, an assumption was made that information regarding HR strategies for creating a green organisational culture, could be objectively obtained by eliciting information in an anonymous way from a large number of people, who were representing a range of organisations. As such, a quantitative approach was followed.

4.3   RESEARCH METHOD AND DESIGN

According to Hammond and Wellington (2013, p. 131) research design is the process of using a research question, a sixth sense or idea, to undertake a controllable research project. These authors also indicate that the design process normally includes the following:
- The initial formulation of the research questions to explore;

- A consideration of what kind of data are to be collected and how this would be collected (for example, methodology and methods);
- Planning and reflecting on the sample, access to the sample and ethical issues involved;
- Deciding how the proposed data are to be analysed; and
- Considering how the research is to be presented and disseminated.

In the simplest terms, the process above practically means that once the research method is initiated, there should be a clear differentiation of the research problems to narrow down the areas, which need to be investigated. This study focussed on the utilisation of HR strategies for creating a green culture. To work logically towards answering the main research problem, various sub-problems were identified.

For the purposes of this study, the following main and sub-problems were formulated:

The main problem
Which HR strategies can be used to create a green culture within an organisation?

Sub-problems
The following sub-problems were prepared from the main problem:

Sub-problem One
What is a 'green culture' and what is the rationale for developing a green culture?

Sub-problem Two
Who are the stakeholders in creating a green culture?

Sub-problem Three
Which HR strategies can be used to establish a green culture?

Sub-problem Four

To what extent do public and private organisations in the Nelson Mandela Bay Metropolitan area use the principles for establishing a green organisational culture?

The following research approach was used to address the main and sub-problems:

- A theoretical study was conducted to explore relevant theory related to sub-problems one to three.

  In Chapter Two, the concepts of sustainability and a green organisational culture were explored. The stakeholders involved in creating a green organisational culture were identified. The importance of green thinking and green behaviour in creating a green organisational culture were investigated. Because creating a green culture implies organisational change, resistance to change and a model for change were also presented.

  In Chapter Three HR strategies for creating organisational culture and specifically a green organisational culture were presented and discussed.

- Sub-problem four was addressed by means of the empirical study. The empirical study consisted of a survey, with a questionnaire as data collection tool. This question was administered via a web-based link to employees at public and private organisations in the Nelson Mandela Bay Metropolitan area.

4.4   EMPIRICAL STUDY

A web HTML survey questionnaire was used to conduct the empirical study. This method was selected for collecting a large amount of information and was considered an economical tool to use for collecting data to address the problem statements (Gibson & Hurry, 2014, p. 11). The purpose of the survey was to determine the extent to which the various levels of employees within the various

sectors used the principles for creating a green culture, as revealed in the literature.

According to Struwig and Stead (2007, p. 104) various forms of online surveying exist; however, using a web HTML is the most common way of online surveying. Such a questionnaire is normally displayed in a way, which allows the respondents to make a suitable selection by clicking controls or buttons, which then leads up to the submission of their data. Although this is an easy way to reach a large number of individuals, it is recommended that the questionnaire should not be complex.

An important factor in a questionnaire-based survey is that a descriptive and step-by-step instruction should accompany the survey. This is done by providing a content email page with a brief overview of what the study is about and including a link to the online questionnaire. Although this method is cost-effective for the researcher, it also implies a fairly low cost for the respondent as only an internet connection is required (Struwig & Stead, 2007, p. 103).

In this study, a letter was included in the email to explain the purpose of the research.

4.4.1 Population and sampling

Banerjee and Chaudhury (2010, p. 1) define a population as the entire group from whom information is required.

They also confirmed that a population does not need to consist only of people and that it is important to ensure the population is fully defined as to who should be included in or excluded from the research. However, a study population may be defined by geographical location, with additional definitions of attributes and variables, such as gender, occupation, religion or ethnic group.

A sample is a representative part of the fully defined population. Sampling is used when it is impractical or impossible to obtain information from the entire population.

According to Struwig and Stead (2007, p. 111-112) various sampling methods include non-probability and probability techniques.

The non-probability sampling technique relates to any unknown individual chosen for the sample. Although this could be arbitrary, in some occasions non-probability sampling is best suited for a specific study. Two examples of such a non-probability sampling technique are listed and explained below (Struwig & Stead, 2007, p. 111).

Judgement sampling:

With judgemental sampling, a sample is selected based on expert judgement. Specialists in the specific industry or sector choose who they believe would be the best persons to participate in the research process. The respondent selection consequently depends on the researcher's judgment, for example, when a person wants to consider future trends in the retail market. By relying on Chief Executive Officers of large retail business, the researcher assumes that these individuals will provide meaningful information. This sampling method is useful for certain types of forecasting, but experts state that it could encourage bias (Struwig & Stead, 2007, p. 111).

Snowball sampling:

Snowball sampling involves selecting initial respondents by the probability method; however, additional respondents are then obtained from the information provided by the initial respondents.

This technique can be used for specific or rare populations by means of referrals within the same industry or same background. This sampling method is useful in locating specific members; however, it could also contain bias because of units or participants not being independent (Struwig & Stead, 2007, p. 112).

The probability sampling technique means that every person in the population has the same possibility to be selected. This means that any information, which is considered relevant within the research, can be used (Struwig & Stead, 2007, p. 112).

Random probability sampling:
The random probability sampling method consists of random selection. However, the research would require data before collecting data in a random order.

An example of this method would be a list of student numbers addresses and names, whereby a single list can be prepared and random data selected. This sampling method requires minimal advance knowledge, but unfortunately requires a sample framework to work from (Struwig & Stead, 2007, p. 112).

Systematic probability sampling:
Although systematic probability sampling consists of having prepared data, a procedure is used whereby a random process selects an initial point and then every 'specific' number thereafter is used. Systematic sampling starts, for example, from the eighth name on a list and selects every eighth name onwards until the full sample is concluded. This sampling method is simple to draw a sample and to check; however, if intervals are related to periodic ordering of the population, it may result in increased variability (Struwig & Stead, 2007, p. 114-115).

In this study, a non-probability technique called a snowball effect was used. With a snowball technique, the researcher request members of the population to complete the questionnaire, and then request them to also forward the questionnaire, or link to the questionnaire, to additional people they know who meet the requirements. This means that additional respondents are obtained from the initial respondents. The snowball method was selected as an appropriate method for accessing a sample from the population after it was not possible to gain direct entry into a number of organisations approached to participate in the study.

4.4.2   The questionnaire

A questionnaire is a list of carefully structured questions, which are selected after extensive testing, with a view of bringing about reliable responses from a selected sample (Collis & Hussey, 2003, p. 173). The main purpose of this study was to identify HR strategies used for creating a green organisational culture and therefore the study included questions around the respondents' behaviour and attitudes about going green.

4.4.2.1   The development of the questionnaire

The questionnaire used in the study was developed based on the information gained from the theoretical information. The theory focussed on HR strategies, which can be used to develop a green organisational culture. The research did not reveal suitable questionnaires from previous studies, which necessitated the development of the questionnaire.

Two main types of questionnaires entail an interviewer administered questionnaire and a self-administered one. In this study, a self-administered questionnaire was used, based on the following guidelines as proposed by Struwig and Stead (2007, p. 89):

- Provide clear instructions on how to answer questions.
- Divide the questions into logical sections according to subject.
- Begin with the easier questions.
- Continue then from general to specific questions.
- Request personal or sensitive questions last.
- Avoid using jargon.
- Employ the respondent's vocabulary.
- Reduce the number of questions to eliminate respondent fatigue.

Different types of questions can be included in a questionnaire, which could range from rating scales, checklists, Likert-type scales, dichotomous questions, multiple

nominal and ordinal questions and number rating scales (Gibson & Hurry, 2014, p. 13-14).

In this study dichotomous, multiple-choice and Likert-type scale questions were used. According to Struwig and Stead (2007, p. 92-95), dichotomous questions provide a simple way of answering for a respondent by giving only two options, whereas multiple-choice questions offer specific alternative answers from which the respondent must choose. Lastly, Likert-type scale questions collate data on attitudes and perceptions as scaled responses.

Most of the questions used in the questionnaire in this study were close-ended and formulated according to multiple-choice questions and a Likert-type scale. All statements were prepared in a simple way so that respondents could easily understand how to respond, especially since the researcher would not be present to assist when the respondents answered the on-line questionnaire.

The questionnaire was divided into the following sections:
- Section A focussed on biographical information (industry, size of company, years of service, position, and personal green orientation); dichotomous and multiple-choice questions were used.
- Section B included questions related to green advocates and reasons for going green. Respondents indicated either yes or no to statements, or alternatively, that they 'do not know'.
- Section C included questions related to HR strategies for creating a green culture. Likert-type scale statements were used, ranging from strongly disagree to strongly agree, with one extra option indicating 'don't know'.
- Section D included questions related to HR's role in creating a green organisational culture. Likert-type scale statements were used, ranging from strongly disagree to strongly agree, with one extra option indicating 'don't know'.
- Section E included questions related to organisational brand, and specifically brand communication and brand image. Likert-type scale

statements were used, ranging from strongly disagree to strongly agree; with one option indicating, 'don't know'.

The questionnaire was developed on MS Word, after which it was converted to an electronic questionnaire called Survey Planet.

4.4.2.2   Reliability and validity of the measuring instrument

Reliability and validity is critical when conducting research. Dependability, stability, consistency and predictability are synonyms with reliability. It is important to consider when testing data that the application of the instrument should result in similar outcomes for the same subject. This is called an inter-rate reliability test. Another approach is called a test-retest reliability. This means when a re-test is done all information would remain unchanged (Gibson & Hurry, 2014, p. 22-23).

According to Thanasegaran (n.d., p. 35-36) two dimensions underlie the concept of reliability, namely, repeatability (or stability over time) and internal consistency (or homogeneity of the measure). Repeatability, or stability-over-time reliability, may be measured with the test-retest method, whereby the same scale or measure is administered to the same respondents at two separate points in time. Internal consistency or homogeneity, however, may be measured by using either the split-half method, alternate-form method or Cronbach's alpha method. The most common method of assessing internal consistency reliability estimates is with the coefficient alpha. Although three different measurements of coefficient alpha exist, the most widely used measure is Cronbach's coefficient alpha.

Cronbach's alpha is actually an average of all the possible split-half reliability estimates of an instrument. Cronbach's alpha is a reliability coefficient that measures inter-question reliability or the degree of internal consistency or homogeneity between variable measuring tone construct or concept to which the different questions measuring the same variable attain consistent results. This coefficient varies from zero to one and a value of 0.6 or less generally indicates unsatisfactory internal consistency reliability, whereas an acceptable reliability estimate ranges from .70 to .80. In this study, the Cronbach alpha coefficients

obtained for the various sub-sections of the questionnaire ranged between 0.79 and 0.90 which, according to Gravetter and Wallnau (2009, p. 534) is described as good to excellent.

Validity, on the other hand, implies whether or not an instrument measures what it is supposed to measure. The issue validity is complex, controversial and peculiarly important in behaviour research. The following are validity measures, namely, content validity, predictive validity, concurrent validity and construct validity (Gibson & Hurry, 2014, p. 25). In this study, validity was obtained by ensuring congruence between the questionnaire and main learning points from the theoretical study, by perusing previous questionnaires on organisational culture, and by subjecting the questionnaire to scrutiny by both the research supervisor and the statistician.

4.4.3   Pilot study

Using a pilot version of measurement can improve the reliability of the study as it also gives an indication of the extent to which a study could be replicated, if the responses obtained from the pilot study are compared to those of the main survey. Developing one or more draft versions of a measure and trying them before using the final version, allows the identification of shortcomings before the final investigation is conducted. This can be done by administrating the draft version to a few respondents drawn from the intended sample (Neuman, 2014, p. 215).

The following pilot approach was used in this study:
- The questionnaire was given to the researcher supervisor, who has extensive research knowledge and skills, to peruse the layout, scales and formulation of the content used in the questionnaire.
- The questionnaire was given to the statistician who assisted with the statistical analyses. The statistician provided feedback on the content, wording and layout of the questionnaire. The feedback was taken into consideration and used to improve the questionnaire.

- The questionnaire was given to potential members of the sample group, who were requested to complete and evaluate the questionnaire to establish the time to complete the questionnaire and to assess the questions, wording and layout, to ensure it is simple and easy to use.

4.4.4   Administering the questionnaire

The study was conducted within the Nelson Mandela Bay Metropolitan area. As indicated, a snowball sample method was used.

The questionnaire was distributed via email to personal contacts and industry networks that the researcher associated with and these participants were requested to forward the email with the survey information and link to additional respondents. In the email correspondence, the respondents were invited to participate by clicking on the link, which took them directly to the on-line questionnaire.

When the respondents clicked on the link, they were notified that completion of the questionnaire was voluntarily and that they could withdraw from the study at any time. The survey was anonymous, and data was stored directly on the electronic web-based programme.

A deadline was allocated to potential respondents to complete the questionnaire and to access the questionnaire.

A second email was distributed to all possible participants due to limited responses received on the first request and an additional three weeks were allowed for further snowballing and completion of the questionnaire. Once the questionnaire was completed, all participants received an automated thank you message.

4.4.5 Total number of completed questionnaires received

A snowball sample was used for the empirical study and participants within the researcher's personal and industry network were invited to participate in the survey. Fifty-four responses were received.

The number of questionnaires received was lower than expected, but due to time limits to the study, it had to suffice.

4.4.6 Statistical processing and analysis

As indicated, data was received automatically on the electronic web-based programme. The data was cleaned up and presented in an acceptable format to a statistician at the Nelson Mandela University who, in conjunction with the researcher, assisted with the data processing.

Both descriptive and inferential statistics were used to present and interpret the data.

Descriptive statistics included frequency scales, means and standard deviations and correlation.

Inferential statistics included Cronbach alpha testing and correlations (Pearson Product Moment), as well as regression analysis and T-tests.

In the next section, the biographical data obtained from the completed questionnaires are presented.

4.5 PRESENTATION AND ANALYSIS OF THE BIOGRAPHICAL INFORMATION

In Section A of the questionnaire, respondents were required to provide demographical information.

This ranged from the industry, number of employees within the organisation, years employed, position and gender, as well the reasons, which the respondents considered or perceived as the rationale for going green in their organisations.

The information from these sections are presented and reflected in this section.

4.5.1   Industry

Question One required the respondents to indicate the industry in which they were employed. The results for this question are presented in Table 4.1 and Chart 4.1.

Table 4.1: Responses with regard to industry

Industry	Frequency	Percentage
Agriculture	4	7.4%
Chemical	2	3.7%
Community, Social Services and Personal Services	2	3.7%
Finance and Business Services	6	11.1%
Manufacturing	8	14.8%
Municipal	1	1.9%
Retail and Motor Trade and Repair Services	11	20.4%
Wholesale Trade, Commercial Agents and Allied Services	5	9.3%
If other, please specify:	15	27.8%
Total	**54**	**100.0%**

Chart: 4.1 Responses with regard to industry
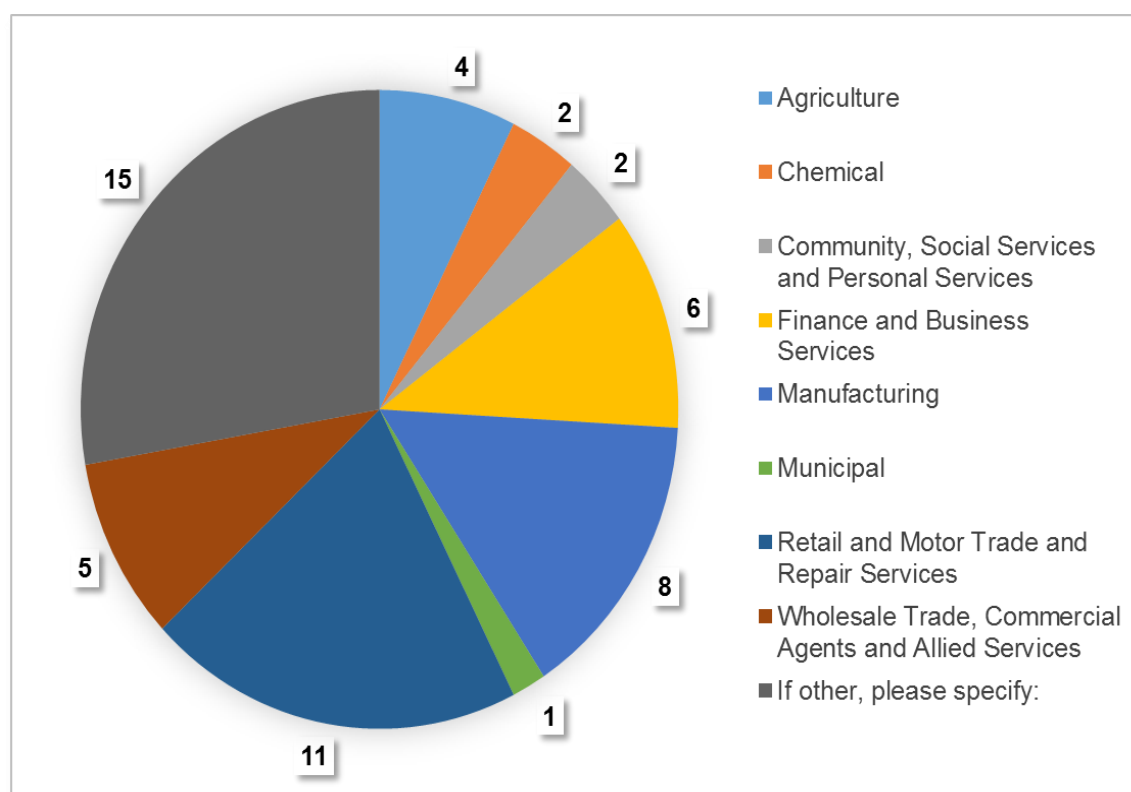
It is evident from Table 4.1 and Chart 4.1 that most of the respondents were from the Retail, Motor Trade and Repair Services (20.4%), Manufacturing (14.8%), Finance and Business Services (11.1%) and 'other' industries (27.8%) not listed on the survey. The 'other' sectors, as indicted by the respondents, ranged between Education and the Service sectors. What is significant from the data is that 46 percent of the respondents represented industries that may benefit directly from 'green strategies'.

4.5.2   Number of employees

Question Two requested the respondents to indicate how many people were employed in their organisations, irrespective of on a permanent or temporary basis.

The results to this question are presented in Table 4.2 and Chart 4.2.

Table 4.2: Responses with regard to number of employees

Length of service within the organisation	Frequency	Percentage
50 or less	14	25.9%
51 – 99	10	18.5%
100 -499	11	20.4%
500 – 999	7	13.0%
1000 or more	12	22.2%
Total	**54**	**100%**

Chart 4.2 Responses with regard to number of employees
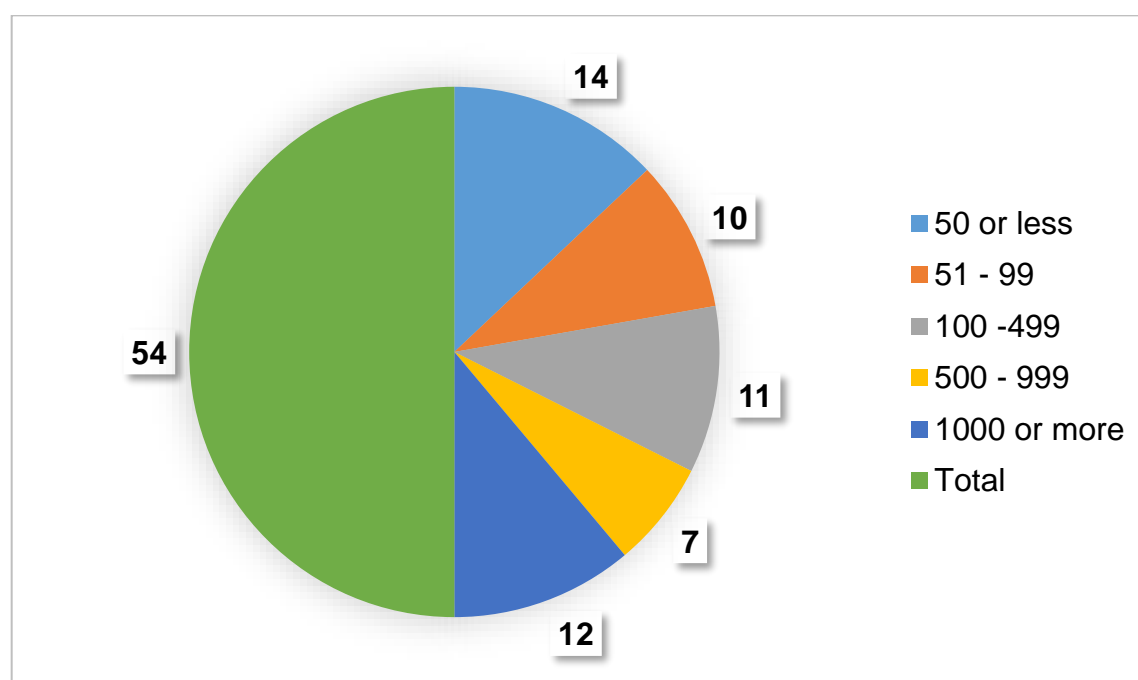
Table 4.2 and Chart 4.2 indicate that 25.9% of the respondents indicated that their companies employed 50 or less employees and 22.2% indicated that their companies employed 1 000 or more employees. The results show that the survey was able to capture responses from respondents representing a wide range of organisations in terms of number of employees and this provides confidence that the results were representative of organisations in the Nelson Mandela Bay Metropolitan area.

4.5.3   Length of service within the organisation

Question Three requested the participants to indicate how long they have been employed for within their respective organisations. The results to this question are presented in Table 4.3 and Chart 4.3.

Table 4.3: Responses with regard to length of service within the organisation

Length of service within the organisation	Frequency	Percentage
50 or less	13	24.1%
51 – 99	11	20.4%
100 -499	11	20.4%
500 – 999	7	13.0%
1000 or more	12	22.2%
Total	**54**	**100%**

Chart 4.3 Responses with regard to length of service within the organisation
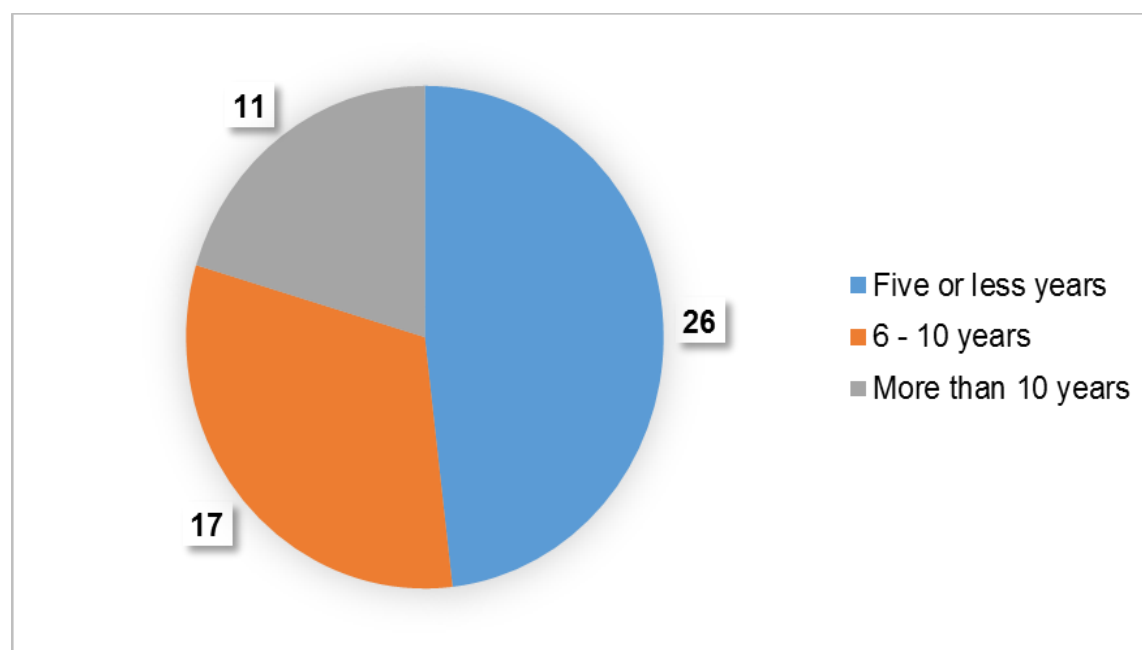
From Table 4.3 and Chart 4.3 it is evident that the respondents were mostly employed within their organisations for five or less years (48.1%), or between six to 10 years (percentage) or more than 10 years (percentage). This reflects a fair representation in terms of years of employment.

4.5.4   Age and generational cohort

Question Four requested the respondents to indicate their age bracket. The results to this question are presented in Table 4.4 and Chart 4.4. To put the results in perspective, the age groups have been linked with generational cohorts.

Table 4.4: Responses with regard to age and generational cohort

Age	Generational Cohort	Frequency	Percentage
22 - 40 yrs	Y	30	55.6%
41 - 52 yrs	X	17	31.5%
53 - 71 yrs	Baby Boomer	7	13.0%
Total		**54**	**100%**

Chart 4.4 Responses with regard to age and generational cohort
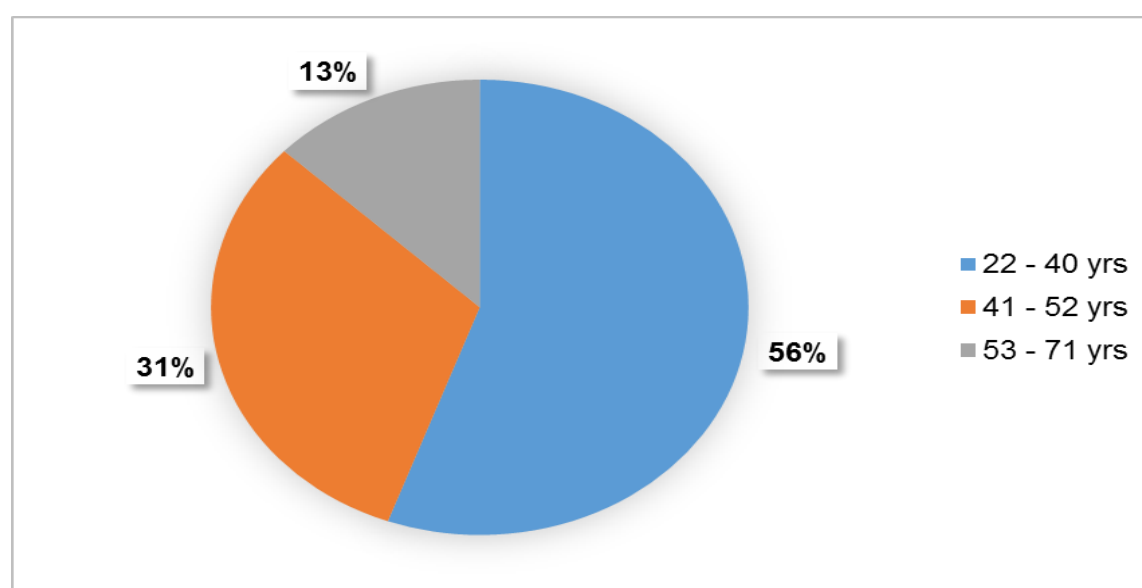
It is evident from Table 4.4 and Chart 4.4, that most of the respondents in the survey were between the ages of 22 and 40 years (55.6%) representing Generation Y, whereas 17 percent were between 41 and 52 years representing Generation X. Only seven percent were between the ages 53 and 71 years, representing Generation Baby Boomer (Tolbize, 2008, p. 8).

These results could be considered important if the assumption is accepted that younger people adjust quicker to change and are more concerned with greater environmental issues. However, the responses to this question were merely important in terms of describing the sample group, and it can be concluded that the sample group fairly reflected the age groups presented.

4.5.5   Gender

Question Five required of the respondents to indicate their gender. The results to this question are presented in Table 4.5 and Chart 4.5.

Table 4.5: Responses with regard to gender

Gender	Frequency	Percentage
Male	26	48.1%
Female	28	51.9%
Total	**54**	**100%**

Chart 4.5 Responses with regard to gender
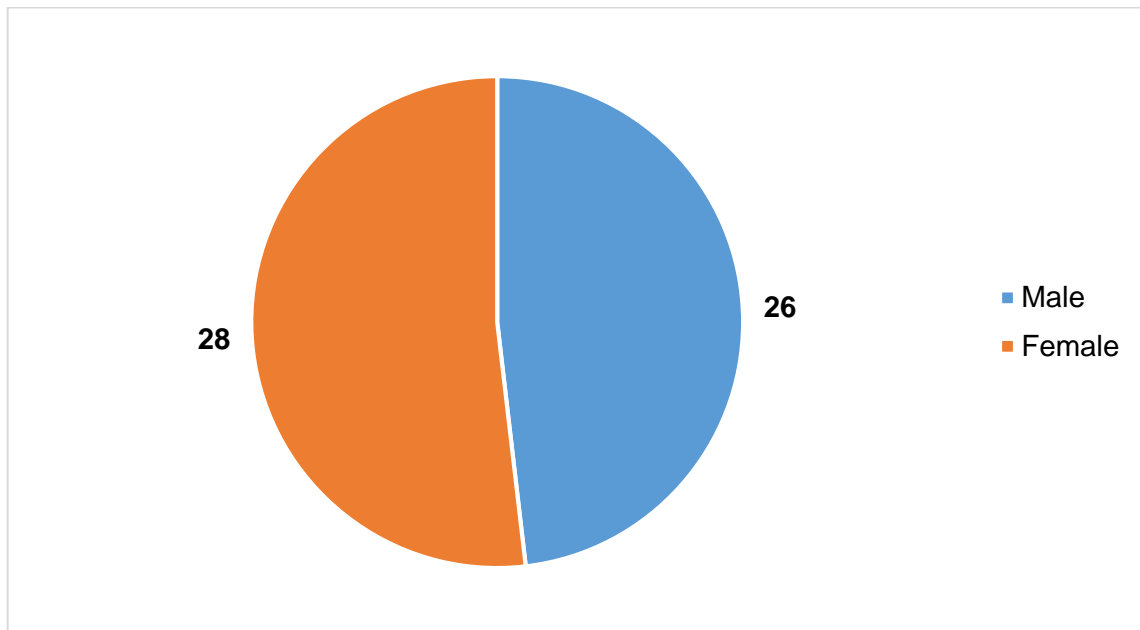
It is evident that both males and females were adequately presented in the survey. Females are stereotyped to show compassion, which again encompasses concern and responsibility for others and well-being, versus males, who are stereotyped as being more cost-effective. Therefore, depending on the dominant gender within an organisation, if monetary risk or the quality of the environment is high on management's agenda, the approaches to a green culture will be different (Jackson, Ones, Dilchert & Kraut, 2012, p. 49).

4.5.6   Position

Question Six required of the participants to indicate their position within the organisation. The results to this question are presented in Table 4.6 and Chart 4.6.

Table 4.6: Responses with regard to position

Position	Frequency	Percentage
Human Resource Management	13	24.1%
Top Management / Executive	6	11.1%
Senior Management	8	14.8%
Mid-Management	7	13.0%
Supervisor / Foreman	5	9.3%
Admin (non-managerial position)	9	16.7%
Technical (non-managerial position)	2	3.7%
Other	4	7.4%
Total	**54**	**100%**

Chart 4.6 Responses with regard to position
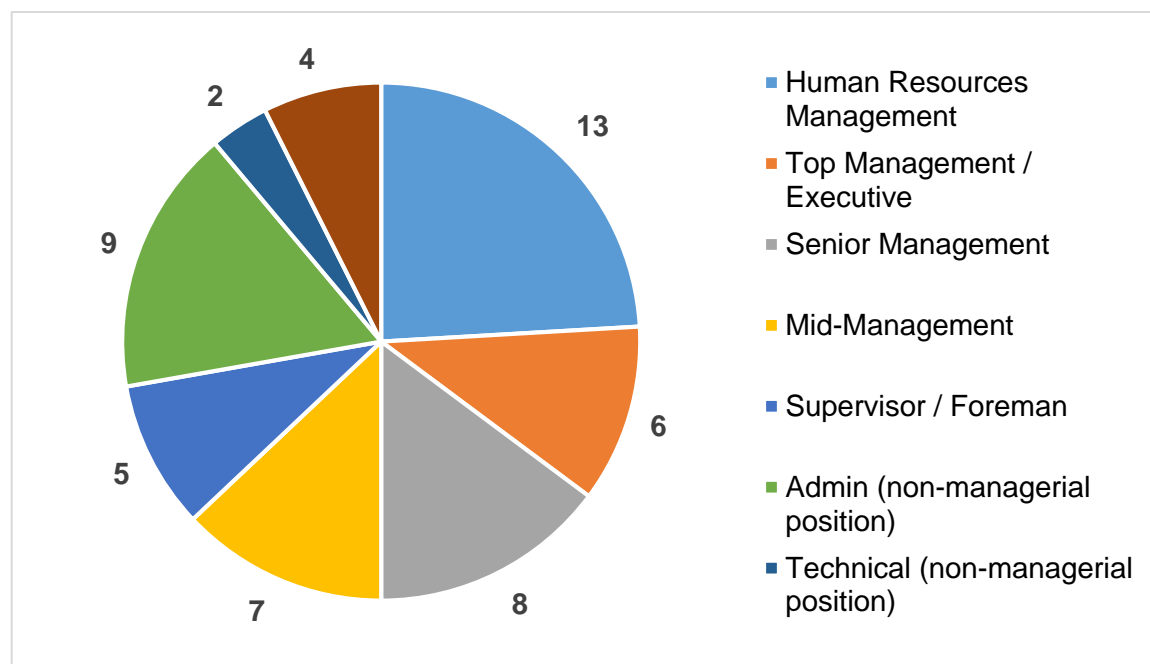
Table 4.6 shows that 24.1 percent of the respondents participating in the survey were in a Human Resource Management position and 48.1 percent in a managerial position. This study focussed on HR strategies to create and implement a green culture and it is therefore welcome that a fair number of respondents in HRM participated in the study. One can conclude that there was a

fair distribution of respondents in terms of position, but a greater representation in terms of management and HR positions.

4.5.7 Green orientation

The question required the respondents to indicate their orientation towards green orientation, based on the differentiation provided by Stringer (2009, p. 80-81). The results to this question are presented in Table 4.7 and Chart 4.7.

Table 4.7: Responses with regard to green orientation

Green orientation	Frequency	Percentage
I am proactively taking LEADERSHIP in introducing green activities aimed at protecting the environment	13	24.1%
I willingly PARTICIPATE in green activities introduced to protect the environment.	31	57.4%
I CONDITIONALLY participate in green activities as long as they are really beneficial and not requiring too much extra effort.	9	16.7%
I DO NOT GIVE ATTENTION to green activities aimed at protecting the environment	1	1.9%
Total	**54**	**100%**

Chart 4.7: Responses with regard to green orientation
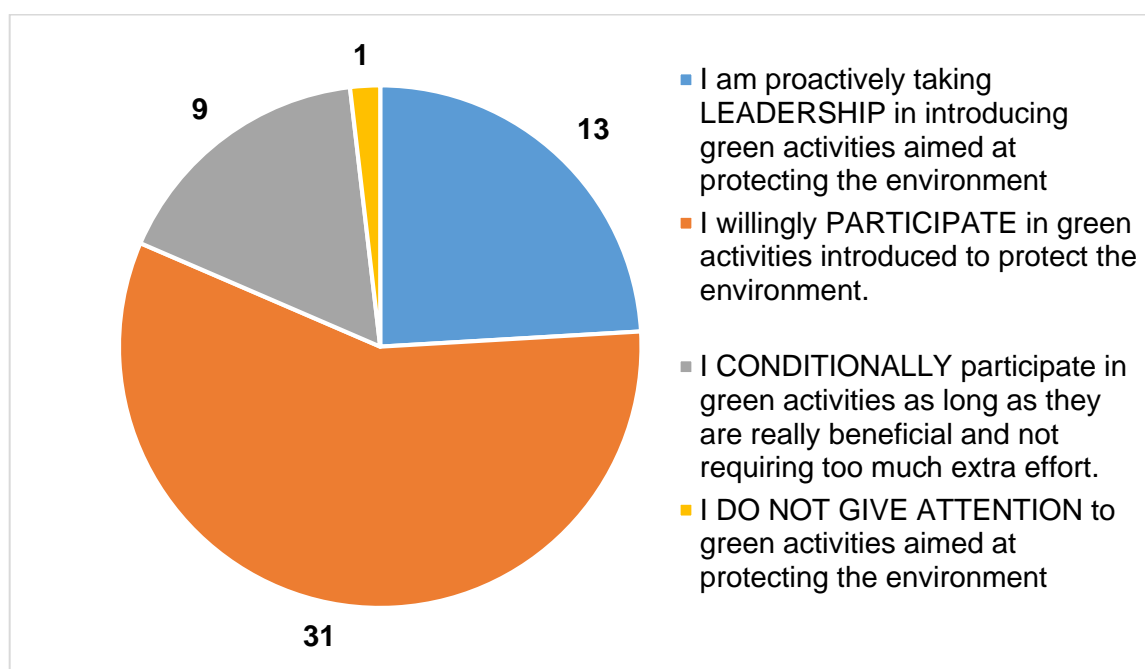
It is evident from Table 4.7 and Chart 4.7 that the majority of the participants were willing to participate in green activities introduced to protect the environment (57.4%). Thirteen participants indicated that they proactively took leadership in green activities. One participant did not pay attention to protecting the environment. Stringer (2009, p. 80-81) highlights that not all people see the benefits of going green and identified four profiles as discussed in Chapter Two that describe the extent to which people adopt green thinking and behaviour.

4.5.8 Main advocates or drivers of a green organisation

Question Eight provided a list of potential main advocates or drivers of a green organisation and respondents had to indicate which of these stakeholders in their organisations where advocates of a green organisation.

The results to these questions are presented in Table 4.8 and Chart 4.8.

Table 4.8: Responses with regard to main advocates or drivers of a green organisation

Q	Main advocates or drivers of a green organisation	Yes	No	Don't know	N	Percentage
8	Top Management or the Executives	33	16	5	54	100.0%
		61.1%	29.6%	9.3%		
9	Senior Management	26	22	6	54	100.0%
		48.1%	40.7%	11.1%		
10	Mid-Management	17	30	7	54	100.0%
		31.5%	55.6%	13.0%		
11	Supervisors/Foreman	16	32	6	54	100.0%
		29.6%	59.3%	11.1%		
12	Employees	22	26	6	54	100.0%
		40.7%	48.1%	11.1%		
13	Human Resources department	18	29	7	54	100.0%
		33.3%	53.7%	13.0%		
					54	100%

Chart 4.8: Responses with regard to main advocates or drivers of a green organisation – top management or the executives
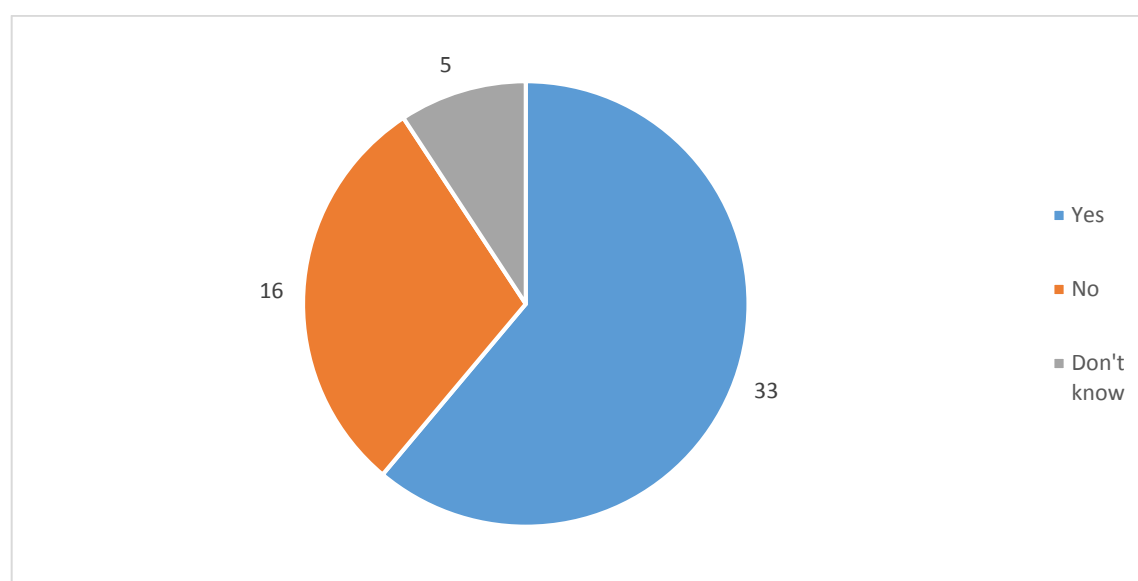
Chart 4.9: Responses with regard to main advocates or drivers of a green organisation – senior management
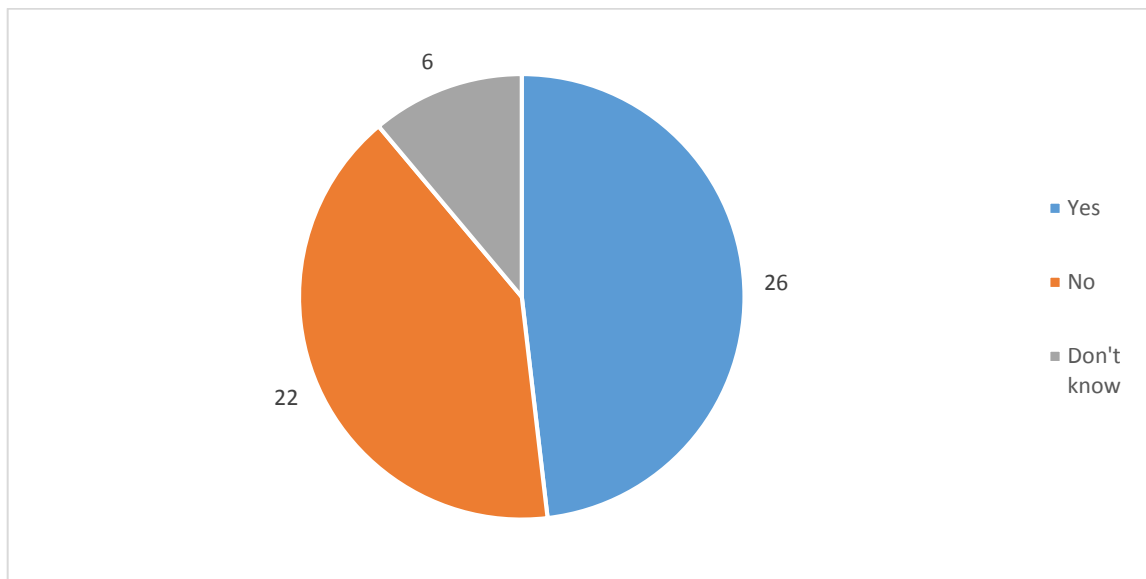
Chart 4.10: Responses with regard to main advocates or drivers of a green organisation – middle management
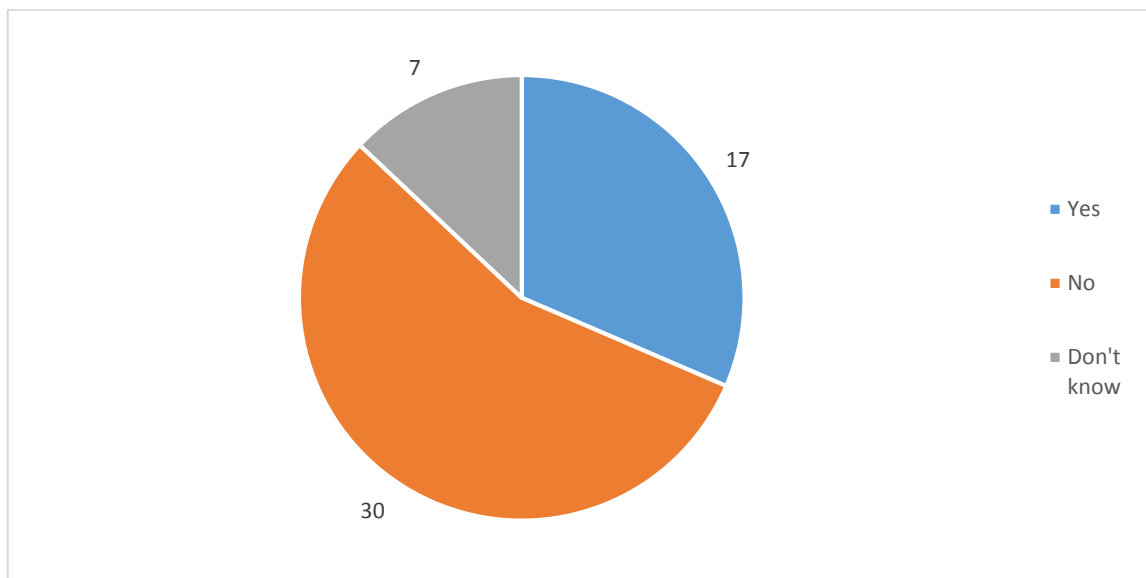
Chart 4.11: Responses with regard to main advocates or drivers of a green organisation – supervisor / foreman
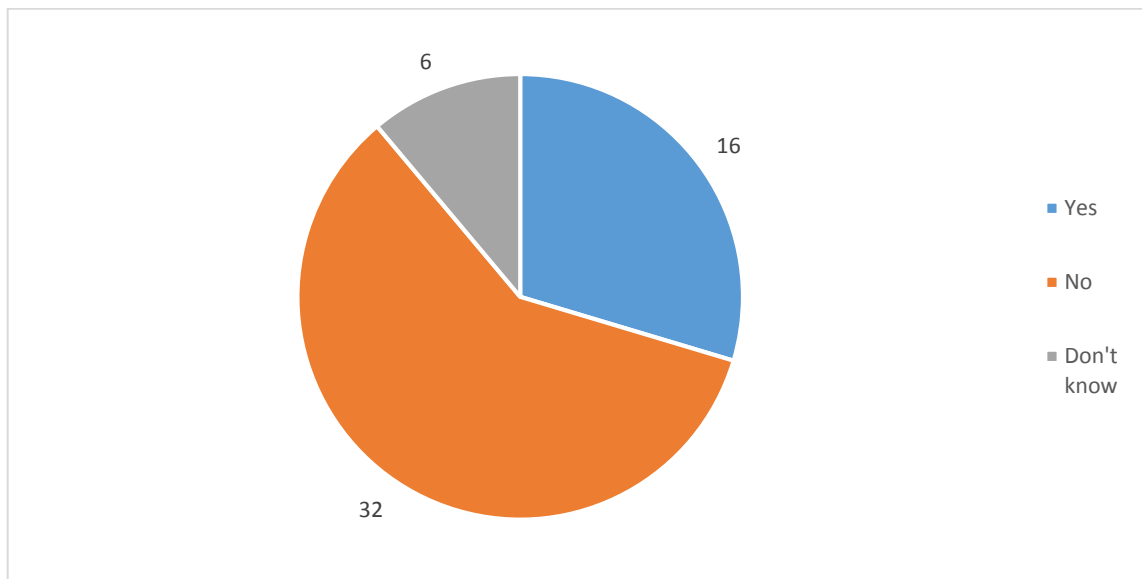
Chart 4.12: Responses with regard to main advocates or drivers of a green organisation – employee
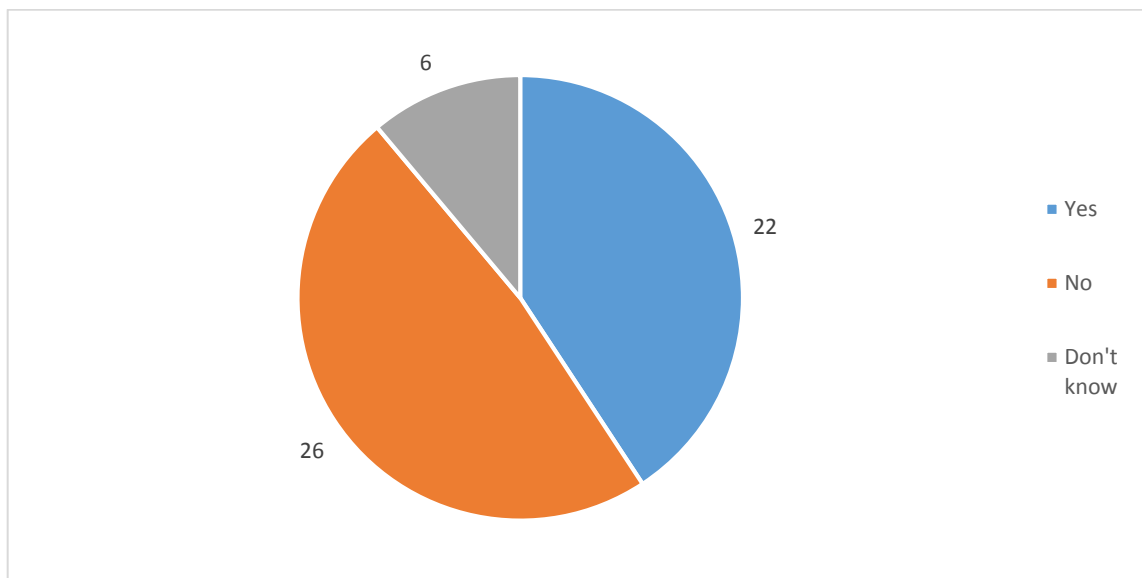
Chart 4.13: Responses with regard to main advocates or drivers of a green organisation – Human Resources department
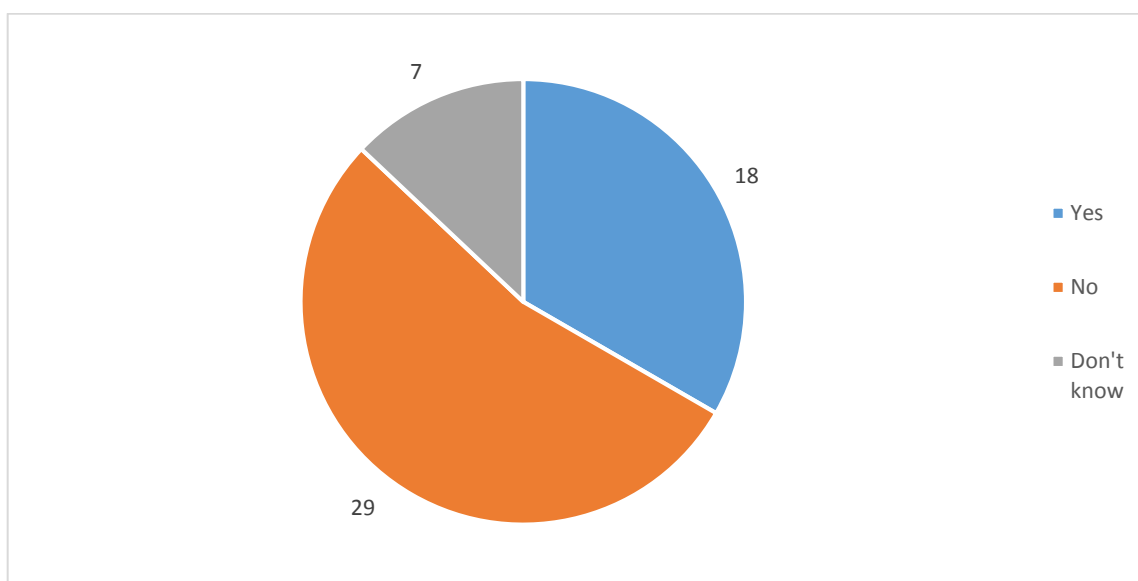
Chart 4.14: Average of overall responses with regard to main advocates or drivers of a green organisation
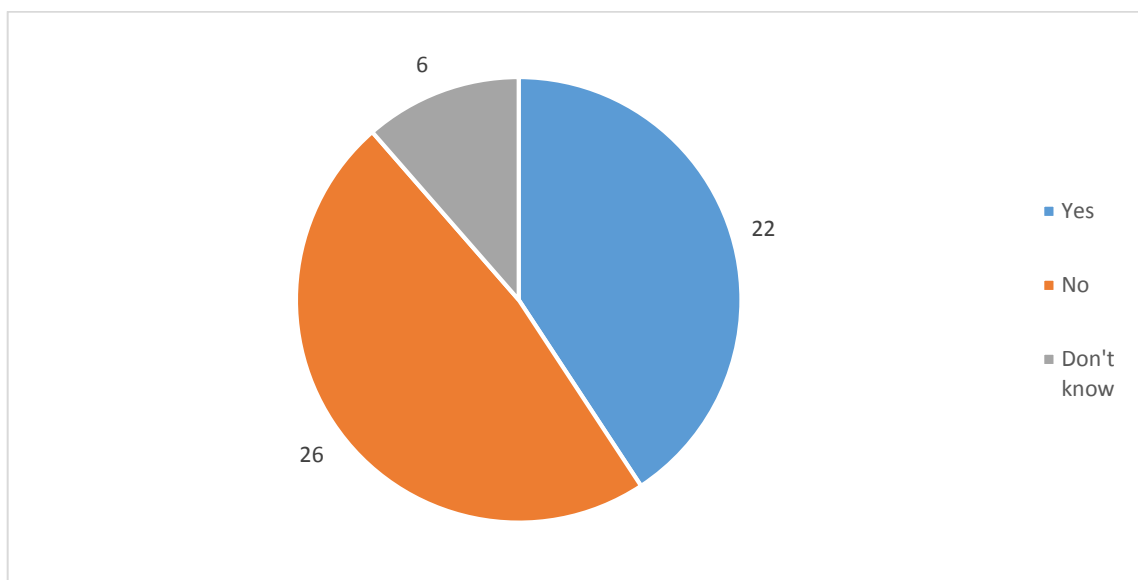
It is clear from Table 4.8 and Chart 4.8 that the participants had different views as to what the main driver in creating a green organisation is. It is evident that 61.1 percent of the participants indicated that Top Management was the main driver for going green. Top Management was followed by Senior Management (48.1%),

Employees (40.7%), Human Resources Department (33.3%), Middle Management (31.5%) and then the Supervisor or Foreman (29.6%). However, it is evident that all these stakeholders were perceived to have a role to play in creating a green organisation. Research (Epstein and Buhovac, 2014, p. 34) shows that senior leaders play a pivotal role in establishing an organisational culture and this result can therefore been seen as congruent to the theory. It is, however, also evident that a number of respondents did not view these stakeholders taking responsibilty for creating a green organisation and some respondents indicated that they did not know, which raises the question about the communication of green values and initiatives.

4.5.9   Important reasons for adopting environmentally friendly practices

Question 14 listed reasons for adopting environmentally friendly practices. The results to these questions are presented in Table 4.9 and Chart 4.9.

Table 4.9: Responses with regard to important reasons for adopting environmentally friendly practises

Q	Important reasons to adopt environmentally friendly practices	Yes	No	Don't know	N	Percentage
14	Legal Requirements for environmental safety	44	7	3	54	100.0%
		81.5%	13.0%	5.6%		
15	Social Pressure (for example, from customers and communities)	39	9	6	54	100.0%
		72.2%	16.7%	11.1%		
16	Financial Savings	39	9	6	54	100.0%
		72.2%	16.7%	11.1%		
17	Building a positive organisational image or reputation	45	6	3	54	100.0%
		83.3%	11.1%	5.6%		
18	Long-term protection of natural resources	45	6	3	54	100.0%
		83.3%	11.1%	5.6%		
					54	100%

Chart 4.15: Responses with regard to important reasons for adopting environmentally friendly practices – legal requirements
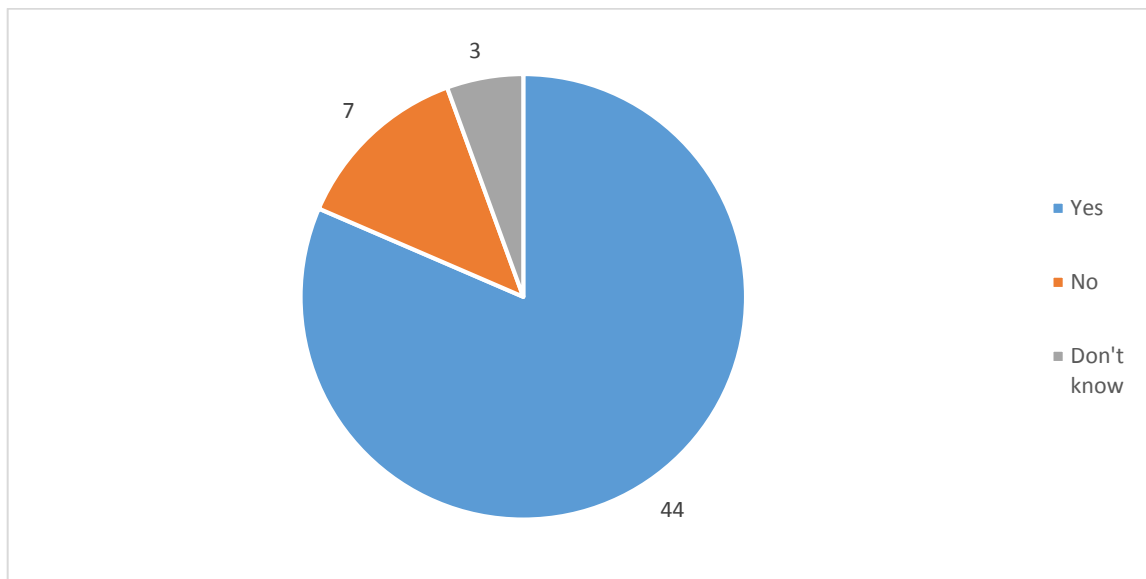
Chart 4.16: Responses with regard to important reasons for adopting environmentally friendly practices – social pressure (for example, from customers and communities)
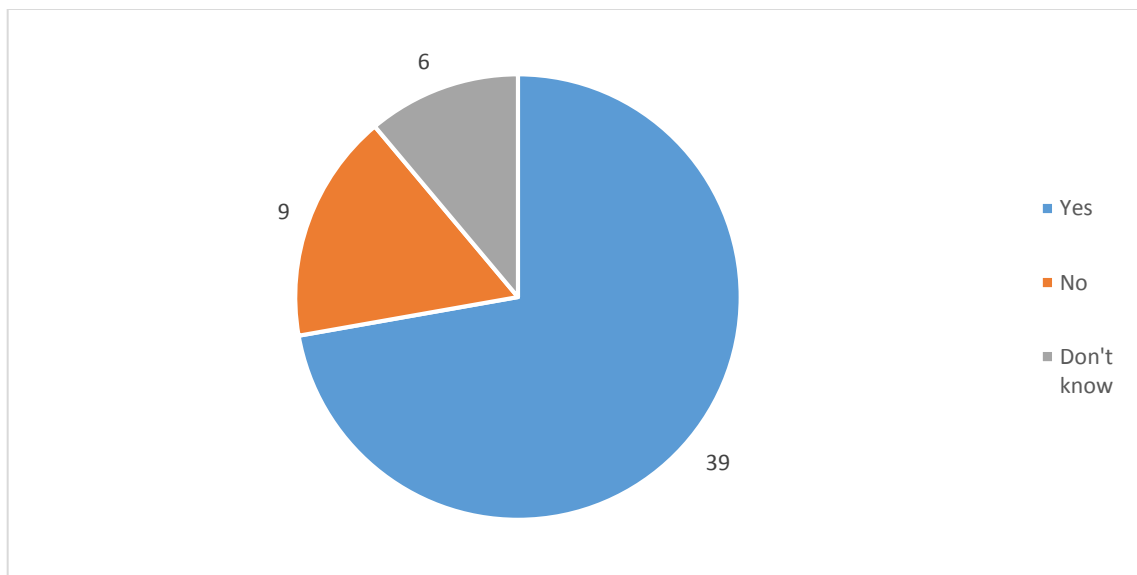
Chart 4.17: Responses with regard to important reasons for adopting environmentally friendly practices – financial savings
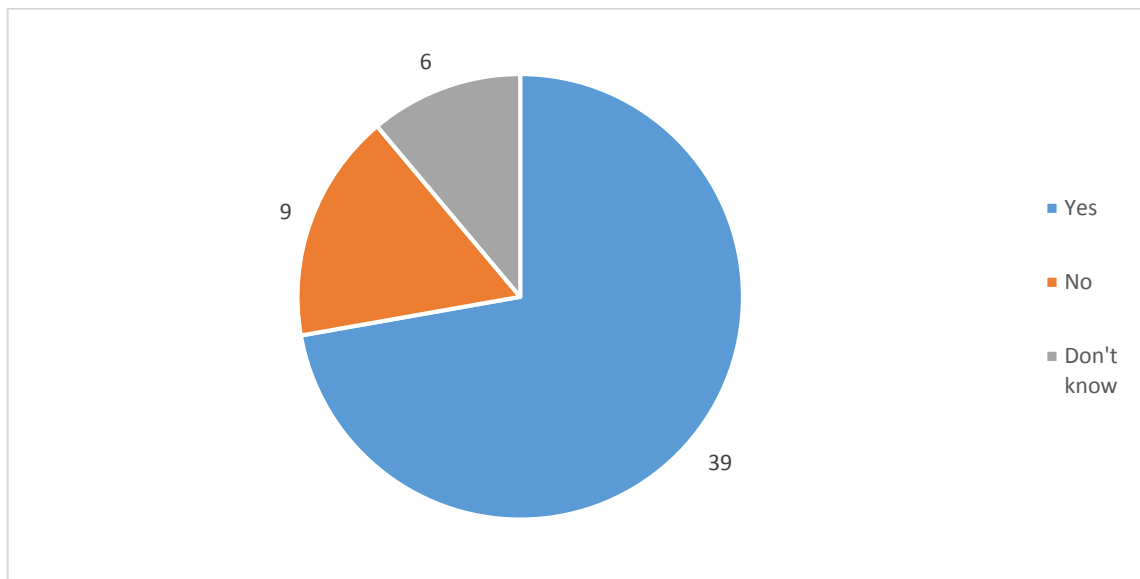
Chart 4.18: Responses with regard to important reasons for adopting environmentally friendly practices – building a positive organisational image or reputation
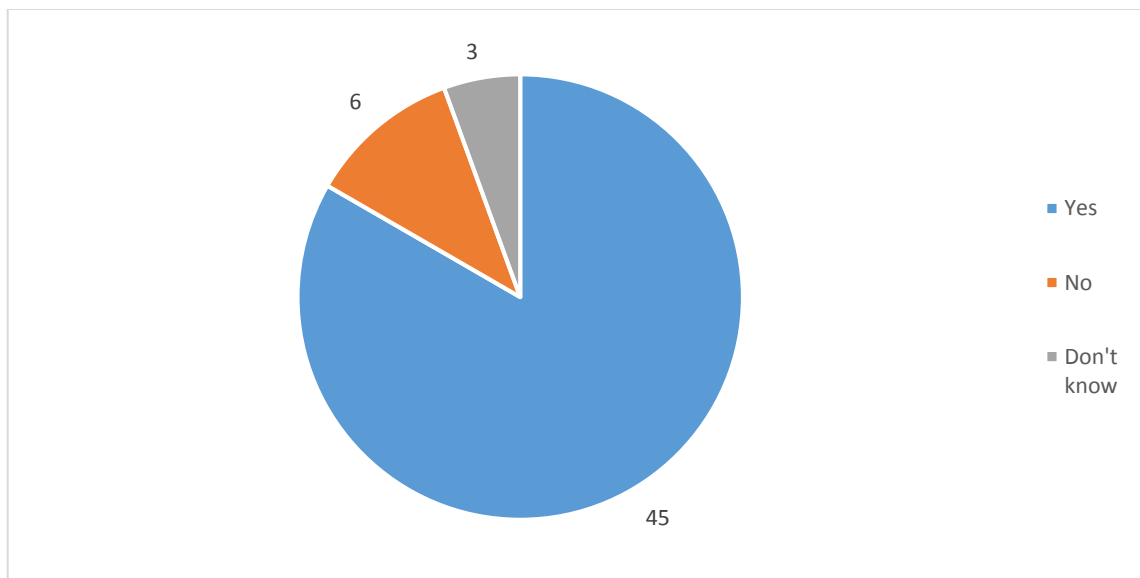
Chart 4.19: Responses with regard to important reasons for adopting environmentally friendly practices – long-term protection of natural resources
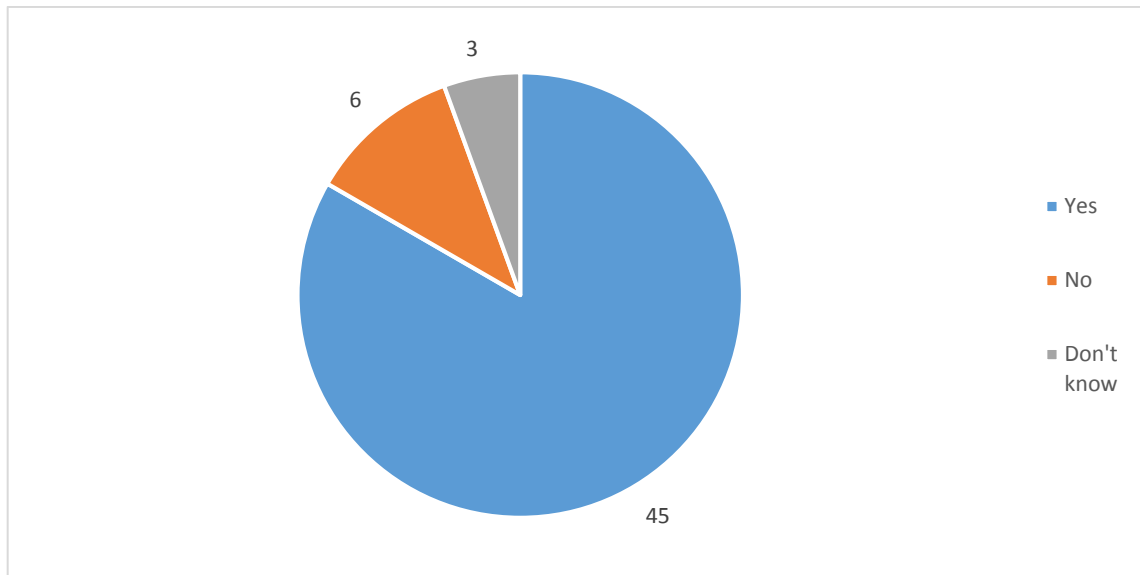
Chart 4.20: Average responses with regard to important reasons for adopting environmentally friendly practices
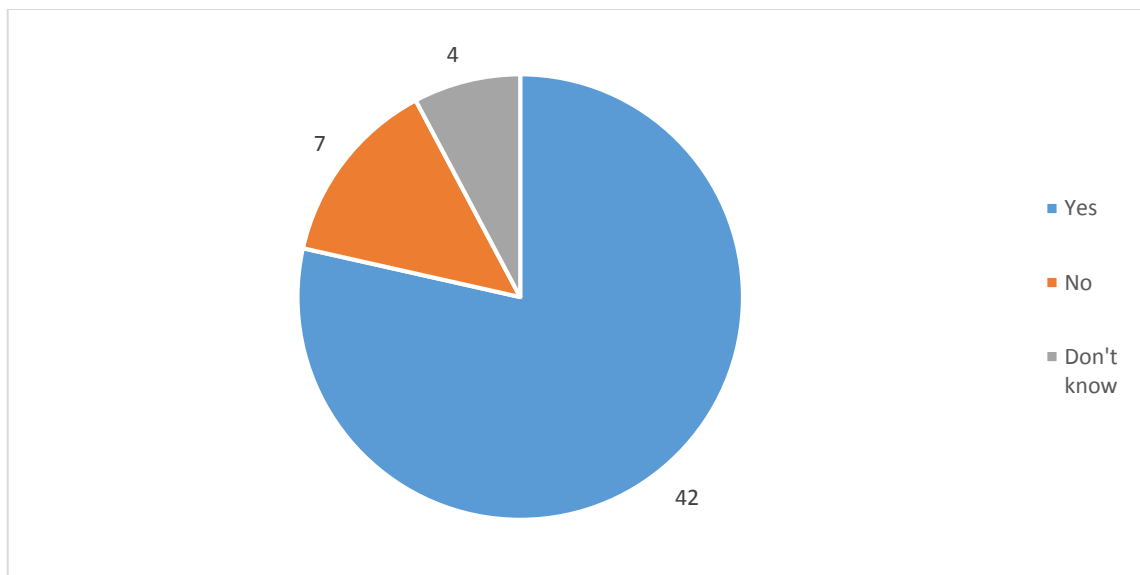
It is evident from Table 4.9 and Chart 4.9 that the majority of the respondents considered all the reasons provided for adopting environmentally friendly practices as valid for their organisations. This result is congruent with the literature

study that indicated that the reasons for going green were multi-fold; these reasons were legal, social, financial and reputational in nature, and they included a concern for environmental sustainability (Epstein & Buhovac, 2014, p. 2).

4.6   CONCLUSION

In this chapter, the key focus was on the research methodology used during the empirical study. The study was conducted from a positivistic paradigm and a quantitative approach was followed. A survey, with a web-based questionnaire, was used to collect information from employees working at both private and public organisations in the Nelson Mandela Bay Metropolitan area. A snowball sample method was used and 54 completed questionnaires received.

The latter part of the chapter focussed on the first two sections of the questionnaire (Section A and B) which elicited biographical data, including data related to the respondent's personal orientation to green, the organisational rationale for adopting environmentally friendly activities and the main stakeholders responsible for creating a green organisation.

The organisations represented in the study ranged from small to large. The sample seemed to be representative in terms of gender, position and age.

Although most participants indicated that they were willing to participate in green initiatives, most respondents confirmed that Top and Senior Management were the main drivers for such initiatives.

The next chapter focusses on the remainder of the data, which were analysed to determine the type of HR strategies, used to create and implement a green culture.

CHAPTER 5
PRESENTATION AND INTERPRETATION OF RESULTS

5.1   INTRODUCTION

In Chapter Four, the research methodology used for this study was discussed and justified. The biographical data was presented, which included the respondents' personal orientation towards going green. In addition, the main stakeholders responsible for creating a green organisation and the purpose for going green in the respective organisations represented in the empirical study, were identified. The main purpose of the study was to identify Human Resources strategies for creating a green organisational culture, and this chapter focusses on the empirical results related to this objective.

The purpose of Chapter Five is therefore to identify the Human Resource strategies used by organisations within the Nelson Mandela Bay Metropolitan area to create a green culture within their organisation. The theory on Human Resources strategies for creating a green organisational culture was presented in Chapter Two.

A survey with a questionnaire was administered to employees at private and or public sector organisations in the Nelson Mandela Bay Metropolitan area.

The results included in this chapter are depicted in accordance to the structure of the questionnaire and specifically in accordance to Sections C, D and E.

Section C – HR strategies for creating a green culture
Section D – HR's role in creating a green organisational culture
Section E – Organisational brand

The sections above were further sub-divided into the following sub-factors:
- Factor 1:   Section C   Leadership
- Factor 2:   Section C   Green technologies for shaping behaviour

- Factor 3:   Section C   Green communication
- Factor 4:   Section D   HR strategies and procedures
- Factor 5:   Section E   Brand communication
- Factor 6:   Section E   Brand image

The research findings were presented in a tabulated form. The tables were developed with the assistance of a statistician from the Nelson Mandela University with the aid of MS-Excel and STATISTICA.

Descriptive and inferential statistics were used to analyse the raw data obtained from the survey. The descriptive statistics include measures of central tendency and standard deviation. Sections C, D and E of the questionnaire were developed according to a Likert-type scale. For each question the respondents had to indicate their views by selecting either strongly disagree(1), disagree(2), neither agree nor disagree(3), agree(4), strongly agree(5), or don't know (no code allocated, and these responses were excluded when the mean scores and standard deviations were calculated).

Inferential statistics employed for analyses, included the Cronbach alpha reliability, Pearson Product Moment Correlation and regression analyses. Descriptive statistics for Sections C, D and E are presented first.

5.2   SECTION C – HR STRATEGIES FOR CREATING A GREEN CULTURE

Section C of the questionnaire focussed on the HR Strategies for creating a green organisational culture. As already indicated, these strategies were sub-divided into leadership, green technologies and green communication.

5.2.1   Leadership

The respondents were required to respond to questions that probed the extent to which their organisation's leadership promoted a green organisational culture. Table 5.1 shows the mean and standard deviation scores for the first section of

Section C, namely, leadership. The 'do not know' responses, excluded when the mean and standard deviation were calculated, are also indicated. Due to this exclusion, the N for each question varies.

Table 5.1: Mean scores and standard deviations – Leadership

No.	HR Strategies for creating a green culture	N	Mean	S.D.	Excluded (Do not know responses)
	Leadership				
C1	My organisation has a clear vision for being a green organisation	54	3.08	1.07	6
C2	Protecting the environment is a formal documented organisational value	54	3.19	1.23	7
C3	Senior leaders are passionate about protecting the environment	54	3.61	0.98	3
C4	My organisation has a unit/programme that is dedicated to introducing and improving environmental protection/sustainability	54	2.67	1.19	6
C5	Environmental issues are built into our strategic plans	54	2.90	1.13	6
C6	Regular audits are done to ensure compliance to environmental regulation	54	3.02	1.09	8

An aggregate mean score of 3.08 was obtained for the factor, 'Leadership', which shows a tendency towards 'neither agree nor disagree'.

The lowest mean scores were obtained for questions related to a unit or programme dedicated to environmental protection or sustainability (C4 - mean 2.67) and building environmental issues into strategic plans (C5 – mean 2.90). The highest mean score was obtained for the question related to senior leaders

being passionate about protecting the environment (C3 – mean 3.61). These results show that although it was perceived that senior leaders were passionate about protecting the environment, environmental protection or sustainability was not viewed to be incorporated into the vision, values or strategic plans. A specific unit was not seen to be responsible for environmental issues and regular audits were not conducted in terms of compliance to environmental legislation.

According to Epstein and Buhavac (2014, p. 35) leaders are role models when it comes to change and incorporating environmental practices within strategic plans are essential to reduce time and costs. The results show that the respondents neither disagreed nor agreed that strategies or processes were in place within the organisation to optimise environmental protection and sustainably, irrespective of senior management being perceived as passionate about the environment.

These results could suggest that leaders, as individuals, demonstrated passion in terms of environmental protection, but only a few selected members of the organisation were aware of strategies put in place to promote a green organisation. The number of people who responded with the 'don't know' option supports this observation.

The standard deviations were relative high, varying between 0.98 and 1.23, which suggests that the responses received for this section were to some extent diverse. Upon investigation, it became evident that the question relating to senior leaders being passionate about protecting the environment, received the lowest standard deviation (0.98).

A challenge with regard to the overall responses was the number or respondents who stated 'neither agree nor disagree' and the number of respondents who indicated 'do not know'. "Do not know' responses were not included when the mean scores were calculated. For C6, for example, eight respondents (14.8 %) indicated 'do not know' in terms of whether regular audits were conducted to ensure compliance with environmental regulations. Organisations are supposed to conduct audits to ensure legal compliance (Epstein & Buhovac, 2014, p. 4). One would expect the respondents to be involved in such an audit. In the next

section, the responses with regard to using green technologies for creating a green culture are discussed.

5.2.2   Green technologies

In this sub-section, the respondents were required to respond to questions that probed the extent to which green technologies were used in their organisation to promote a green organisational culture. It is important to consider that technology and behaviour are interrelated. Without HR strategies, investing in energy-efficient equipment will have little value (Stringer, 2009, p. 77-78). This will be discussed in the next section. Table 5.2 shows the mean and standard deviation scores for the sub-section green technologies. The 'do not know' responses, excluded when the means and standards deviations were calculated, are also indicated. Due to this exclusion, the N for each question varies.

Table 5.2: Mean scores and standard deviations – green technologies

No.	HR Strategies for creating a green culture	N	Mean	S.D.	Excluded (Do not know responses)
	Green technologies for shaping behaviour				
C7	My organisation provides a variety of ways in which to recycle and prevent waste	54	3.87	0.95	2
C8	My organisation implements and uses eco-friendly technologies	54	3.68	1.00	4
C9	Waste disposal is done in an environmentally friendly and responsible way	54	4.02	0.77	4
C10	Efforts are taken to reduce as much waste as possible	54	4.00	0.83	1

An aggregate mean score of 3.89 was obtained for the factor Green Technologies, which shows a tendency towards 'agree' responses.

The lowest mean scores were obtained for the questions related to whether organisations were implementing and using eco-friendly technologies (C8 – mean 3.68) and providing a variety of ways for recycling and preventing waste (C7 – mean 3.87). The highest mean scores were obtained for 'waste being disposed in an environmentally friendly and responsibility way' (C9 – mean 4.02) and 'efforts are taken to reduce as much waste as possible' (C10 – mean 4.00). These results show that although limited or no environmental issues were considered or built into the organisation's strategic plans (C5 – mean 2.90), as seen in the previous section, the respondents did perceive that their respective organisations were using green technologies for creating a green culture. Green technologies as a strategy is used to ensure sustainability and reduce the environmental footprint, as well as a reduction in cost and waste (Aras and Crowther, 2008, p. 20).

The standard deviation scores are relatively low, varying between 0.77 and 1.00, which suggests some agreement among the respondents with regard to this question. Upon investigation of the frequency scores, it became evident that for question C9, which has the lowest standard deviation, 77.8 % percent of the respondents agreed or strongly agreed that their organisations disposed of waste in an environmentally friendly and responsible way.

Relatively few respondents gave 'don't know' responses. The outcome of this section confirms the importance of using green technologies as a basic requirement for shaping a green organisational culture.

The next section focusses on using green communication as a strategy to create a green culture.

5.2.3   Green communication

The respondents were required to answer to questions that probed the extent to which green communication within the organisation promoted a green

organisational culture. Table 5.3 shows the mean and standard deviation scores for green communication. The 'do not know' responses, excluded when the means and standards deviations were calculated, are also indicated. Due to this exclusion, the N for each question varies.

Table 5.3 Mean scores and standard deviations – green communication

No.	HR strategies for creating a green culture	N	Mean	S.D.	Excluded (Do not know responses)
	Green communication				
C11	My organisation regularly communicates its commitment to the environment	54	3.31	0.97	3
C12	Protecting the environment is a common theme in our organisational communication	54	3.26	0.96	0
C13	Employees are encouraged to turn off computers / machinery when not in use	54	3.42	1.26	1
C14	Employees are encouraged to reduce the amount of printing done in the organisation to as little as possible	54	3.91	1.15	1
C15	Employees are publically recognised for their contributions to green initiatives	54	2.61	0.96	3
C16	Employees are encouraged to share their ideas for reducing waste	54	3.30	1.08	1

An aggregate mean score of 3.30 was obtained for the factor green communication, which shows a tendency towards 'neither disagree nor agree' responses.

The lowest mean score was obtained for the question related to whether employees were publicly recognised for their contributions to green initiatives (C15 – mean 2.61) whereas, the highest mean score was related to employees being encouraged to reduce the amount of printing done in the organisation (C14 – mean 3.91). It is noted that this statement related to communicating the minimising of printing obtained the highest standard deviation (1.26), which shows less agreement among the respondents on this statement. Stringer (2009, p. 77-78) warns that investing in energy-efficient equipment will have no value if behaviour does not change as well and the author specifically uses the example of switching off computers when they are not used (Stringer, 2009, p. 77-78).

The results show that the respondents observed that their organisations did not optimally communicate their commitment to protecting the environment, employees were also not encouraged to communicate (share ideas) in this respect, and contributions made by employees to green initiatives were not recognised.

Opatha and Arulrajah, (2014, p. 107) emphasised that organisations should publicly advocate a green orientation and reward employees for green initiatives. Weinreb (2011, p. 1-2) suggests that green communication must be aligned with all HR processes including recruitment and performance management processes, and different media and 'green language' should be used in organisations. Tōpfer (2005, p. 10-15) emphasises green storytelling to establish a green organisational culture.

Keeping employees motivated by rewarding them for accomplishing green organisational goals is a sustainable way to influence and cultivate the desired green behaviours of employees (Ahmad, 2015, p. 7). Non-monetary rewards (for example, awards and recognition) can be used to achieve such outcomes and it does not necessarily need to be monetary awards. Putting too much emphasis on 'pay-for 'performance' could negatively affect the intrinsic motivation of employees (Bagraim et al., 2007, p. 92). Culture refers to shared values and beliefs, and therefore speaks more directly to intrinsic rather than extrinsic motivation.

In the next section, the responses with regard to HR's role in creating a green organisational culture are discussed.

5.3   SECTION D – HR's ROLE IN CREATING A GREEN ORGANISATIONAL CULTURE: HR STRATEGIES AND PROCEDURES

Section D of the questionnaire focussed on HR's role in creating a green organisational culture. The Human Resources department or function is one of the key stakeholders in creating a green culture in organisations (Arulrajah, Opatha & Nawaratne, 2015, p. 2). Liaising with the CEO and creating HR policies and procedures to reach environmental goals are essential to achieve environmental and financial performance outcomes (Cohen et al., 2012, p. 1).

The respondents were requested to indicate the extent to which HR strategies or procedures for creating a green culture or sustainability were present within their organisations. These strategies and procedures, in general, relate to the following HR functions, namely, job analysis, recruitment, orientation, rewards and recognition, training, discipline and celebration, as well as the human resource information system (HRIS). Table 5.4 shows the mean and standard deviation scores for Section D, namely HR Strategies and Procedures. The 'do not know' responses, excluded when the means and standards deviations were calculated, are also indicated. Due to this exclusion, the N for each question varies.

Table 5.4: Mean scores and standard deviations – HR's Role in creating a green organisational culture

No.	HR's Role in creating a green organisational culture	n	Mean	S.D.	Excluded (Do not know responses)
	HR strategies and procedures				
D1	My job description emphasises behaviours aimed at protecting the environment	54	2.56	0.96	0
D2	My organisation uses environmentally friendly methods for recruitment, for example, advertising on the Internet.	54	3.94	0.86	0
D3	The importance of green values are emphasised during the orientation of new employees	54	3.27	1.09	2
D4	Employees that suggest ways to reduce waste are rewarded	54	2.62	1.03	2
D5	Green values and behaviours are emphasised during training programmes	54	3.00	1.18	3
D6	Reducing waste is an important performance criteria	54	3.17	1.12	1
D7	Employees are publically recognised for their contribution to green initiatives	54	2.62	0.99	1
D8	My organisation will discipline employees that are wasting resources such as water or electricity	54	3.25	1.13	3
D9	Employees are encouraged to participate in environmentally friendly behaviour	54	3.63	0.91	2

D10	Steps are taken when someone harms the environment while at work	54	3.20	1.02	5
D11	The HR Department ensures that the annual environmental day is prominently celebrated at the company	54	2.49	1.03	3
D12	The HR Department is using electronic systems as a means to reduce waste (for example, electronic payslips, leave applications and communication)	54	3.92	0.97	2

An aggregate mean score of 3.14 was obtained for the factor HR Strategies and Procedures, which shows a tendency towards 'neither agree nor disagree'.

The lowest mean scores were obtained for the questions related to whether the HR Department ensured that the annual environment day was prominently celebrated (D11 – mean 2.49) and then job descriptions emphasise behaviours aimed at protecting the environment (D1 – mean 2.56). This was followed by employees suggesting ways to reduce waste being rewarded (D4 – mean 2.62) and employees being publicly recognised for their contributions to green initiatives (D7 – mean 2.62). The highest mean score was obtained for the questions related to whether employees were encouraged to participate in environmentally friendly behaviour (D9 – mean 3.63), the HR Department using electronic systems as a means to reduce waste (D12 – mean 3.92) and the respondents perceiving their organisations as using environmentally friendly methods for recruitment (D2 – mean 3.94).

The results show that although respondents indicated that employees were encouraged to participate in environmentally friendly behaviour (D9), employees were not publicly recognised (D7) and rewarded for reducing such waste (D4) when adopting 'green' behaviour. Rewarding employees through monetary or public recognition for environmentally friendly behaviour could assist in expediting organisational change (Ehlers & Lazenby, 2007, p. 216). However, just rewarding employees for adopting a green behaviour could be damaging, as employees will

only adopt green behaviour if they are rewarded (Fetzer & Aaron, 2010, p. 133-134).

Other rewards (wellness, environmental programmes), however, could inspire and motivate staff to adopt this behaviour without being asked or forced (Goldblatt, 2012, p. 219). What is also interesting is that for both questions D4 and D7, which focus on recognising employee contributions to reducing waste or green initiatives, a mean score of 2.62 was obtained. A similar question in Section C (C15- employees are publicly recognised for green initiatives) obtained a mean score of 2.61. These congruent responses provide some evidence for the reliability of the results.

The results also show that although the respondents observed that the HR Department adopted green HR Strategies (for example, electronic systems (D12) and green recruitment methods (D2), they disagreed that their HR Departments adopted and considered other green strategies such as celebrating annual environment days (D11) and using job descriptions that emphasise the protection of the environment (D1). Human Resources strategies cannot function in isolation and requires buy-in from the CEO (senior leadership) and other relevant stakeholders (Firdaus & Udin, n.d., 137). HR plays an important role in establishing a green organisation through enforcing relevant HR policies and practices (Rani & Mishra, 2014, p. 3635), but if there is no buy-in from the CEO or senior management, HR will be unable to implement or enforce such strategies.

The standard deviations for this section vary between 0.86 and 1.18, which suggests that the responses received for this section were to some extent diverse.

The 'don't know' responses for this section varied between zero (0) and three (3) with only one statement (D10 - steps are taken when someone harms the environment) receiving five (5) 'don't know' responses.

The results suggest that HR was not observed to be a main advocate in creating a green organisation, but that to some extent green HR strategies were used within the organisations surveyed. Green (2009, p. 77-78) emphasised the

behavioural management aspect of Human Resources. However, engagement (Bently, 2007, p. 1-2) and buy-in (Toribio & Hernandez, 2011, p. 2-3) from management and employees are pivotal in creating (Epstein & Buhovac, 2014, p. 22), implementing and maintaining these strategies (Sorensen et al., 2011, p. 405-406).

5.4   SECTION E – ORGANISATIONAL BRAND

Section E of the questionnaire focussed on Organisational Brand. The assumption was that if organisations were serious about establishing a green organisational culture, they would develop a brand that reflects this orientation. As already indicated, the strategies in this section were sub-divided into brand communication and brand image.

5.4.1   Brand communication

The respondents were required to answer questions that examine the extent to which organisational communication supports a green organisational culture.

Table 5.5 shows the mean and standard deviation scores for brand communication. The 'do not know' responses, excluded when the means and standard deviations were calculated, are also indicated. Due to this exclusion, the N for each question varies.

Table 5.5: Mean scores and standard deviations – brand communication

No.	Organisational brand	n	Mean	S.D.	Excluded (Do not know responses)
	Brand communication				
E1	My organisation advertises itself as a green company	54	2.94	1.03	3
E2	Employees are visually reminded to reduce wastage or recycle by means of posters / slogans	54	3.17	1.09	1
E3	Managers openly promote green thinking and behaviour	54	3.15	1.17	1
E4	I consider my organisation as a green leader	54	2.75	1.14	1

An aggregate mean score of 3.00 was obtained for the factor Brand Communication, which shows a tendency towards 'neither agree nor disagree' responses.

The highest mean score (3.17) was obtained for question E2 (employees are visually reminded to reduce wastage or recycle). The lowest mean score was attained for question E4 (the organisation is considered as a green leader).

The results show that although employees were visually reminded to reduce wastage, the respondents did not perceive their organisations to be green leaders.

Internal communication should be used to engage with employees in creating a green culture (Weinreb, 2011, p. 1-2); however, the lack of demonstrating visual or tangible 'green communication' (for example, advertising itself as a green company) could have influenced the respondents to not perceive their organisations as green leaders. Using various environmental programmes or communication initiatives will contribute to motivating employees to work towards

going green and seeing their organisation as a green leader (Epstein & Buhovac, 2014, p. 4). Various communication methods should be considered to improve the communication platforms within organisations by means of more advertising, visual reminders or managers openly promoting green thinking (Weinreb, 2011, p. 1-2).

The standard deviations were relatively high, varying between 1.03 and 1.17, which suggests that the responses received for this section were to some extent diverse.

5.4.2   Brand image

The respondents were required to respond to questions that examine the extent to which they believed their organisation had succeeded in developing a green brand image.

Table 5.6 shows the mean and standard deviation scores for the second section of Section E, namely brand communication.

Branding is a strategy, which adds value to attracting potential employees (Epstein & Buhovac, 2014, p. 4), understanding client environmental needs and improving the reputation of organisations (Passikoff, 2015, p. 1-2).

Table 5.6: Mean scores and standard deviations – brand image

No.	Organisational brand	n	Mean	S.D.	Excluded (Do not know responses)
	Brand image				
E5	My organisation is known for valuing the environment	54	3.14	1.14	5
E6	Employees in my organisation regard protection of the environment as an important value	54	3.45	0.99	3
E7	My organisation is considered as a good example of a green company for others to follow	54	2.90	0.88	6
E8	My organisation is proudly known as a green company	54	2.70	0.94	11
E9	My organisation has won awards for being a green company	54	2.22	0.93	18

An aggregate mean score of 2.88 was obtained for the factor Brand Image that shows a tendency towards 'neither disagree nor agree' responses.

The lowest mean scores obtained were for questions related to the organisation having won awards for being a green company (E9 – mean 2.22), showing a disagree response, and having been considered as a good example of a green company (E7 – mean 2.90). The highest mean score was for employees in the organisations considering protecting the environment as an important value (E6 – mean 3.45). The number of 'don't know' answers for this section is also meaningful, with 11 respondents not knowing whether their organisation was proudly known as a green organisation (E9) and 18 respondents not knowing whether their organisation had won awards for being green (E9). These responses are indicative of the absence of a green brand image.

Although the results show the non-existence of a green brand image, they also show that to some extent the respondents believed that employees in their organisations regarded protecting the environment as an important value (E6 – mean 3.45), as this result falls in the upper end of the neither disagree nor agree bracket. Using 'protecting the environment' as a key value in an organisation is a positive step towards creating a green culture (Garner, 2008, p. 40). This initiative also builds reputation, which fosters more credibility among customers and employees (Stringer, 2009, p. 102) and this could ultimately result in an increase in profits (Fraj et al., 2011, p. 351). According to Passikoff (2015, p. 1-2) brand image is an intangible yet priceless asset as it builds stakeholder trust (Epstein & Buhovac, 2014, p. 4).

The standard deviations were relative low, varying between 0.93 and 1.14, which suggest that the responses received for this section were to some extent similar. The next section presents inferential statistics used in the study on the main factors above, with the view of identifying how these factors relate to one another.

5.5   INFERENTIAL STATISTICAL REPORTING AND ANALYSIS

The inferential stats used within this study, included Cronbach alpha testing, correlations (Pearson Product Moment) and regression analysis.

5.5.1   Reliability - Cronbach alpha test

The Cronbach coefficient alpha is used when people respond to questions in a questionnaire on multiple levels, such as the case with Likert-type scale questionnaires. In the case of this study, response options ranged from strongly disagree to strongly agree. The main purpose of the Cronbach alpha test is to determine and explain the internal consistency and reliability of the statements included in the questionnaire (Struwig & Stead, 2007, p. 132-133).

Responses with regard to the following factors were extracted in Sections C, D and E:
- Factor 1: Leadership

- Factor 2: Green technologies

- Factor 3: Green communication

- Factor 4: HR strategies and procedures

- Factor 5: Brand communication

- Factor 6 Brand image

The Cronbach alpha coefficients for these factors are presented in Table 5.7:

Table 5.7: Cronbach alpha coefficients

SECTION	FACTOR NO	FACTOR DESCRIPTION	Cronbach alpha coefficient	Interpretation (Gravetter and Wallnau, 2009, p. 534)
C	1	Leadership	0.82	Excellent
C	2	Green Technologies	0.81	Excellent
C	3	Green Communication	0.79	Good
D	4	HR Strategies and Procedures	0.90	Excellent
E	5	Brand Communication	0.84	Excellent
E	6	Brand Image	0.86	Excellent

For interpretation of the alpha coefficients, a coefficient of 0.80 and above were considered as excellent, 0.70 to 0.79 as good, 0.60 to 0.69 as acceptable, 0.50 to 0.59 as poor and <0.50 as unacceptable (Gravetter & Wallnau, 2009, p. 534).

The result presented in Table 5.7 show that the Cronbach alpha coefficients for all the factors could be considered as excellent, except for Factor C3 (Green Communication – alpha 0.79) which is on the high end of 'Good'.

5.6   CORRELATION ANALYSIS

Correlation analysis is defined as a measure of the degree of linear association between two continuous variables. This means that the correlation analysis measures the degree to which the two variables vary together (Freeman & Young, 2009, p. 1).

A positive correlation indicates that when the value of one variable increases, the other one also increases, whereas a negative correlation show that when the value of one variable increases, the other one decreases. This method is known as the Pearson correlation coefficient. When the Pearson's correlation coefficient is applied to a population, it is commonly represented by the Greek letter ρ, whereas applying the Pearson correlation coefficient to a sample is commonly represented by the letter r (Collis & Hussey, 2003, p. 231).

In essence, r is a measurement of the points' scatter around an underlying linear trend: the closer the spread of points to the straight line, the higher the value of the correlation coefficient, whereas the greater the spread of points is, the smaller the correlation coefficient. The Pearson correlation coefficient r can only take values between -1 and +1. This means a value of +1 indicates perfect positive association and a value of -1 a perfect negative association and the value of 0 indicates no linear association as shown in Figure 5.1 (Freeman & Young, 2009, p. 1).

Figure 5.1: Depiction to explain scatterplot of data

Positive association	Negative	No linear
Correlation (r = +1)	Correlation (r = -1)	(r = 0)
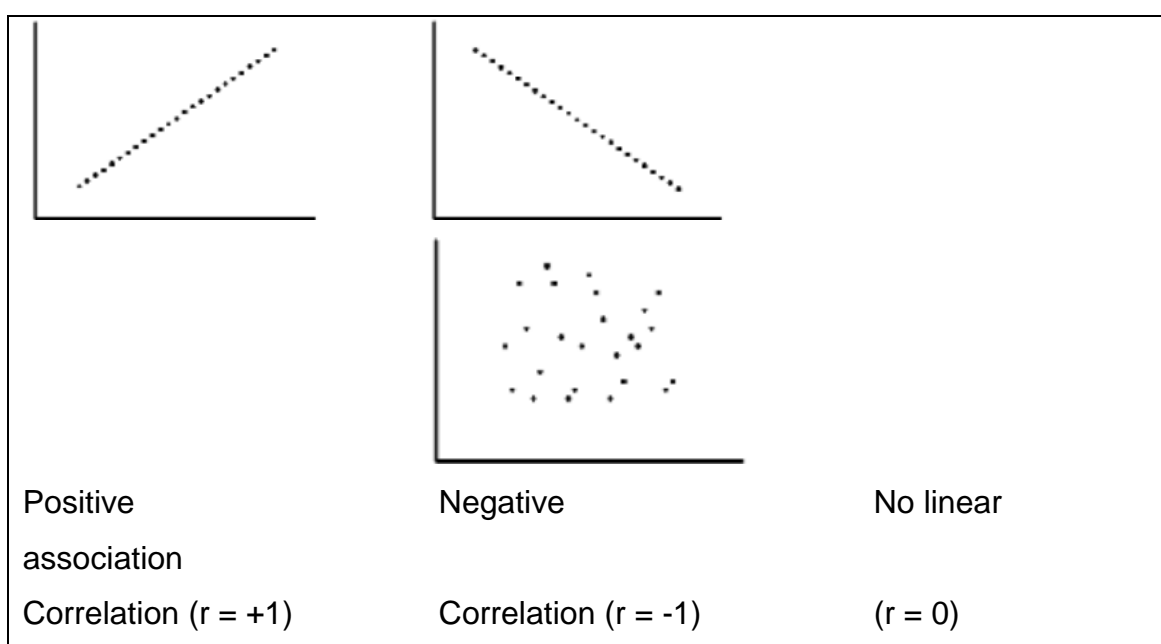
Source: Freeman and Young (2009, p. 1)

Using the Pearson Coefficient test, correlations were calculated for the factors in Section C, D and E. The results showed that all the factors correlate with each other, which indicates that they are interrelated. Table 5.8 shows correlations (marked in red) significant at $p < 0.05$.

Table 5.8: Correlation analysis results

Correlations	Leadership	Green Tech	Green Comm	HR	Brand Comm	Brand Image
Leadership	1.00					
Green Tech	0.59	1.00				
Green Comm	0.59	0.60	1.00			
HR	0.61	0.73	0.75	1.00		
Brand Comm	0.63	0.60	0.61	0.78	1.00	
Brand mage	0.66	0.56	0.66	0.71	0.83	1.00

These correlations are also visually depicted in Figure 5.2 with the use of scatter plots and Figure 5.3 with the use of the box and whisker plot diagram.

Figure 5.2: Pearson Product Moment Correlation Coefficient – Scatter Plot Diagram
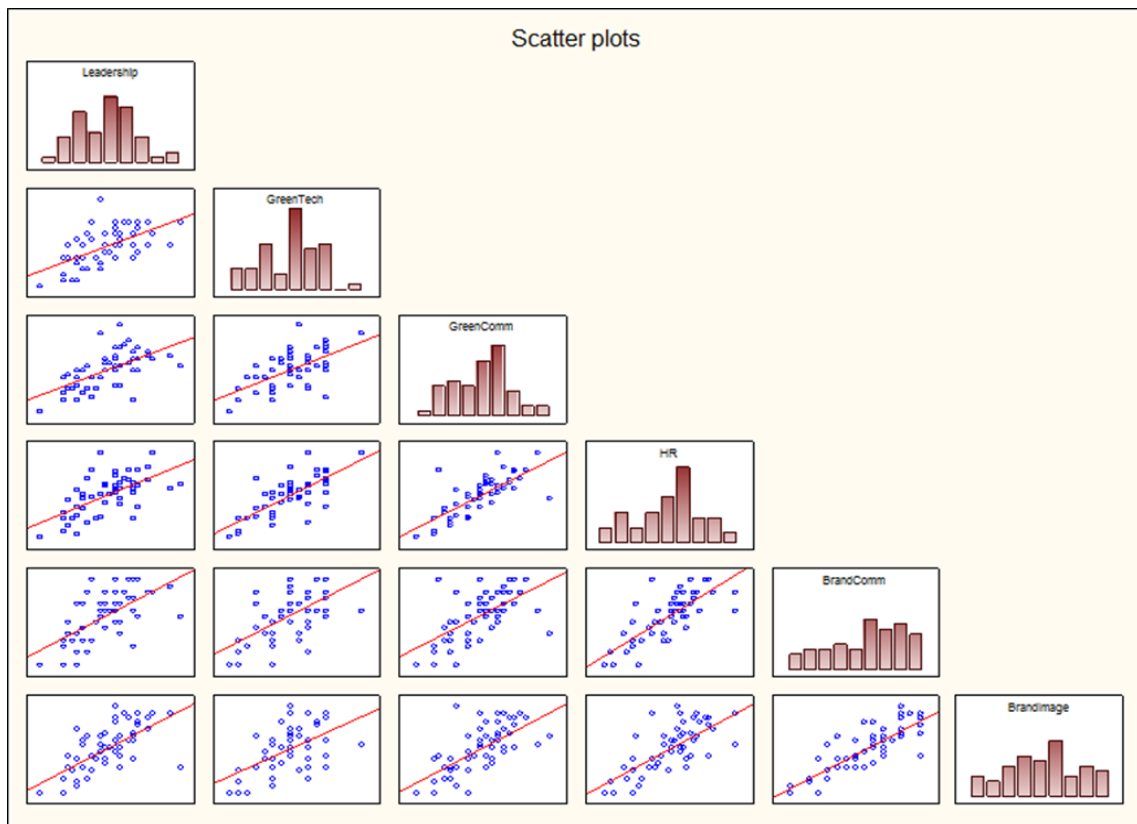
Figure 5.3 presents the correlations by means of a Box and Whisker plot diagram.

Figure 5.3: Pearson Product Moment Correlation Coefficient – Box and Whisker Plot Diagram
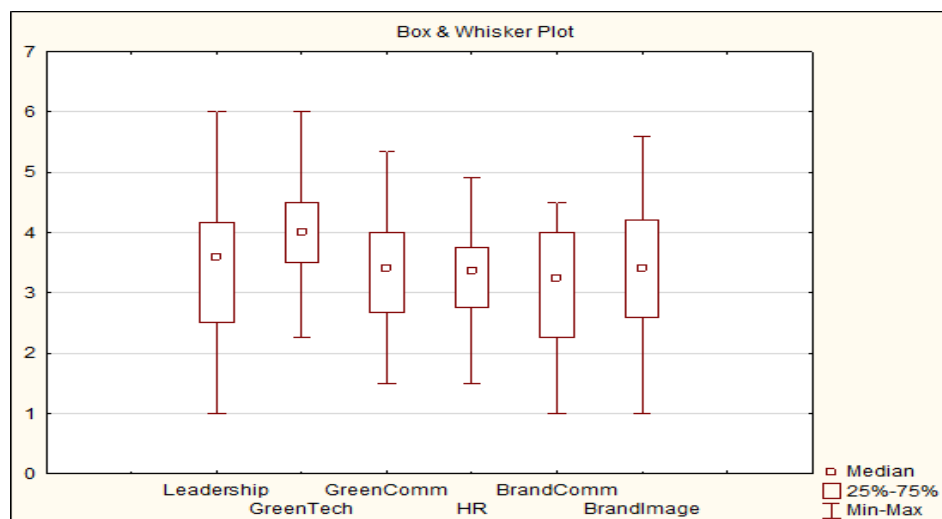
Figure 5.3 shows that the factor Green Tech obtained the highest median (middle score). It also shows that the median scores for all the factors are relatively aligned.

Though correlation analysis does not give an indication of stimulus and response or cause and effect, in terms of this study, it could be suggested that leadership, green technologies, green communication and HR, influence brand communication and brand image. Multiple regression analysis was conducted to determine whether this suggestion could hold ground.

5.7   MULTIPLE REGRESSION ANALYSIS

Regression analysis is a statistical technique used to determine the linear relationship between two or more variables. In its simplest (bivariate) form, regression shows the relationship between one independent variable and a dependent variable (Campbell & Campbell, 2008, p. 3).

In this study, multiple regression analysis was used to determine the influence of leadership, HR technologies, green communication and HR strategies (independent variables) and procedures on brand communication and brand image (dependent variables). However, due to the high positive correlation (0.83) between brand communication and brand image these two factors were combined for the purposes of multiple regression. The combined factors were labelled "Organisational Brand", which refers to the organisational brand in terms of being a green organisation.

Table 5.9 shows the results for the regression analysis measuring the relationship between the four independent factors, namely leadership, green technology, green communication and HR strategies or procedures, and the combined dependent variable, which is now labelled organisational brand.

Table 5.9: Regression analysis results for the four independent variables and the dependent variable, organisational brand

R= 0.82; R²= 0.67; Adjusted R²= 0.64						
	b*	Std.Err.	b	Std.Err.	t(49)	p-value
		of b*		of b		
Intercept			-0.41	0.46	-0.90	0.3744
Leadership	0.31	0.11	0.31	0.11	2.76	0.0082
GreenTech	-0.02	0.12	-0.02	0.16	-0.15	0.8827
GreenComm	0.11	0.13	0.14	0.16	0.83	0.4112
HR Strategy or Procedures	0.52	0.15	0.69	0.20	3.53	0.0009

An R2 of 0.67 indicates that the independent variables explain 67% of the variation in the dependent variable, with leadership and HR strategies or procedures having the biggest effect. Leadership has a weak positive (beta 0.31) relationship with organisational brand, and HR strategies or procedures a moderate (beta .52) relationship. These relationships can be deemed as significant, given that p<0.05.

However, due to the high correlations among the independent variables, as was revealed in the correlation analysis and presented in Section 5.6, a potential situation exists in which the effect size of the individual variables are reduced. This is due to the regression giving only a partial effect, which is the effect size over and above the effect of the other variables.

It was therefore decided to combine the four factors into one factor and then perform principle component analysis to determine whether more than one factor would in fact emerge. Table 5.10 presents the results for the principle component analysis, which revealed four factors. The first factor, however, delivered an Eigenvalue of 2.94 and explained 73.46% of the total variation, indicating that this factor was sufficiently representing all the other factors. This factor was now called the first principle component and labelled "HR strategies for creating a green culture".

Table 5.10: Extraction of factors by means of Eigenvalues

	Eigenvalue	% Total	Cumulative	Cumulative
		Variance	Eigenvalue	%
1	2.94	73.46	2.94	73.46
2	0.45	11.24	3.39	84.70
3	0.40	9.89	3.78	94.59
4	0.22	5.41	4.00	100.00

Table 5.11 shows the correlation matrix that emerged from the principle component analysis.

Table 5.11: Principle component analysis: correlation matrix

Sub-Factors of Principle Component 1: HR Strategies for Creating a Green Culture	
Leadership	0.81
GreenTech	0.85
GreenComm	0.86
HR	0.91

The principle component "HR strategies for Creating a Green Culture" therefore consists of = 0.81*Leadership + 0.85*GreenTech + 0.86*GreenComm + 0.91*HR. Due to these similar coefficients, the new variable was simply calculated as an average of the four variables. Therefore, Principle Component 1 = mean (Leadership, GreenTech, GreenComm and HR Strategies or Procedures).

As such, the model now consists of one independent and one dependent variable, namely HR strategies for a green culture, and organisational brand. Table 5.12 presents the regression analysis results for testing the relationship between these two factors.

Table 5.12: Regression analysis results for: HR strategies for a green culture and organisational brand

R= 0.79; R²= 0.63; Adjusted R²= 0.62						
	b*	Std.Err.	b	Std.Err.	t(52)	p-value
		of b*		of b		
Intercept			-0.72	0.43	-1.68	0.0994
PC1: HR Strategies for a Green Culture	0.79	0.08	1.13	0.12	9.41	0.0000

Table 5.12 shows that the factor HR strategies for a green culture, explains 62% of the variation in organisational brand. A significant relationship (beta=0.79; p<0.5) is detected between HR strategies for a green culture and organisational brand. The implication is therefore that if organisations adopt the strategies measured in the study, they are likely to develop an organisational brand as a green organisation. In addition, the results confirm that the HR strategies, as measured in the study, should not be perceived or used in isolation, but be combined to have a maximum influence on organisational brand.

5.7.1   T-test results

A *t* test is a type of statistical test used to compare the means of two groups with the view of determining whether differences exist and whether perceived differences are significant. The two types of statistical interpretations are namely, parametric and nonparametric methods. T tests are a type of parametric method and can be used when the samples satisfy the conditions of normality, equal variance and independence (Anesthesiol, 2015, p. 1).

T tests can also be divided into two types, namely independent and pared *t* tests. The independent *t* test, compares the means for two groups and the pared t test

compares the means from the same group at different times (Anesthesiol, 2015, p. 1).

The larger the *t* score, the more difference there is between groups, whereas the smaller, the more similarity. However, if there is no difference in the two sample means, the difference will be close to zero (Anesthesiol, 2015, p. 1).

Due to a smaller sample size, Cohen's d was employed as an effect size to measure practical significance of differences, even if the p-value did not indicate significant differences.

Becker (2000, p. 2) defines Cohen's d as "the differences between the means between two groups, $M_1 - M_2$, divided by standards deviation, σ, of either group". Its interpretation of Cohen's d is as follows (Becker, 2000, p. 3):

d = 0.20 – Small (< 0.50)

d = 0.50 – Medium (0.50 – 0.79)

d = 0.80 – Large (0.80 +)

In this study, mean scores obtained were compared, based on the organisation's size, the position in the organisation and the green orientation of the respondents.

5.7.2 Comparison in terms of size of the organisation

T-tests were conducted to compare the responses obtained from respondents in organisations having less than 100 employees and those employing 100 or more. Twenty-four of the respondents were from organisations having less than 100 employees, whereas 30 respondents were from organisations with 100 or more.

Table 5.13: Comparison in terms of size of organisation

T test results based on size of the organisation									
	Mean	**Mean**	**t-value**	**Df**	**p**	**SD**	**SD**	**Cohen's d**	**Practical**
	< 100 N=24	100+ N=30				< 100	100+		signif.
Leadership	3.20	3.57	-1.32	52	0.19	0.96	1.07	0.36	Small
GreenTech	4.05	3.96	0.43	52	0.67	0.80	0.79	0.12	Small
GreenComm	3.38	3.38	0.02	52	0.99	0.90	0.75	0.01	Small
HR	3.25	3.24	0.03	52	0.98	0.77	0.81	0.01	Small
BrandComm	3.07	3.10	-0.10	52	0.92	1.02	0.97	0.03	Small
BrandImage	3.52	3.34	0.54	52	0.59	1.28	1.14	0.15	Small

No significant differences were noticed in responses received for organisations employing less and those employing 100 or more employees as all the p-values are larger than 0.05.

Using Cohen's d small practical differences for all the factors were detected between the answers of respondents from organisations with less than 100 and those with 100 or more employees. Considering the mean scores, it is evident that no consistent pattern can be perceived in terms of how the two groups responded to the factors measured on the Likert scale.

5.7.3 Comparison in terms of position within the organisation

T-tests were also conducted to compare the answers obtained from respondents in terms of position within the organisation. Thirty-four of the respondents represented executive or senior middle-level management and Human Resources, whereas 20 respondents were on lower levels, representing supervisory, administrative or professional and technical employees.

Table 5.14: Comparison in terms of position

T test results based on position in the organisation									
	Mean	**Mean**	**t-value**	**df**	**p**	**SD**	**SD**	**Cohen's d**	**Practical**
	Snr/Mid/ HR N=34	Lower levels N=20				Snr/ Mid/HR	Lower levels		signif.
Leadership	3.34	3.53	-0.64	52	0.52	1.00	1.10	0.18	Small
GreenTech	4.07	3.89	0.80	52	0.43	0.68	0.97	0.22	Small
GreenComm	3.47	3.23	1.02	52	0.31	0.72	0.94	0.29	Small
HR	3.23	3.28	-0.26	52	0.80	0.66	0.98	0.07	Small
BrandComm	3.10	3.08	0.07	52	0.94	0.94	1.08	0.02	Small
BrandImage	3.29	3.63	-1.00	52	0.32	1.09	1.36	0.28	Small

No significant differences are detected in the responses based on position as all the p-values are larger than 0.05.

Based on Cohen's d small practical differences were noticed for responses based on position. Considering the mean scores, it is evident that no consistent pattern can be perceived in terms of how the two groups responded to the factors measured on the Likert scale.

5.7.4 Comparison in terms of green orientation

T-tests were also conducted to compare the mean scores obtained from respondents in terms of their green orientation, based on the differentiation provided by Stringer (2009, p. 80-81). Forty-four of the respondents revealed a strong green orientation, whereas 10 revealed a weak one. A strong green orientation refers to those respondents who took a leadership role in introducing green activities or willingly participated in such activities. On the other hand, a weak green orientation refers to respondents who conditionally participated in such activities or alternatively, did not pay attention to green activities aimed at protecting the environment (Stringer, 2009, p. 80-81).

Table 5.15: Comparison of responses in terms of green orientation

Comparison in terms of green orientation									
	Mean	Mean	t-value	df	p	SD	SD	Cohen's d	Practical
	Strong N=44	Weak N=10				High	Low		signif.
Leadership	3.48	3.08	1.11	52	0.27	1.01	1.13	0.39	Small
GreenTech	4.10	3.58	1.93	52	0.06	0.78	0.74	0.68	Medium
GreenComm	3.45	3.07	1.36	52	0.18	0.78	0.92	0.48	Small
HR	3.27	3.15	0.43	52	0.67	0.77	0.85	0.15	Small
BrandComm	3.16	2.78	1.12	52	0.27	0.94	1.15	0.39	Small
BrandImage	3.53	2.94	1.42	52	0.16	1.20	1.09	0.50	Medium

No significant differences were found in the means scores obtained from respondents with a strong and weak green orientation as all the p-values are larger than 0.05.

Based on Cohen's d small to medium practical differences were detected in the responses obtained from respondents with a strong and weak green orientation. Considering the means scores in this case, it is evident that, based on the Likert scale, respondents with a strong green orientation consistently gave more positive responses, than those with a weak one.

5.8 CONCLUSION

This chapter provided a presentation of the results and focussed on the data analysis and the interpretation of the results. The next chapter provides a summary of the main findings, recommendations and conclusions.

CHAPTER 6
SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

6.1   INTRODUCTION

Chapter Five focussed on the analysis and the interpretation of the research data obtained in this study.

The purpose of this chapter is to provide a summarised version of the study addressing the main and sub-problem statements as mentioned in Chapter One. This chapter will also lay out the problems and limitations experienced within the study, as well as provide recommendations for organisations to create or reinforce a green organisational culture. In addition, future research areas linked to this study are highlighted.

6.2   SUMMARY OF THE STUDY

To summarise this study, the main and sub-problems are restated in this chapter to indicate how the study was approached and to provide a synopsis of the main findings.

The main problem in this study was presented as follows:
Which HR strategies can be used to create a green culture within an organisation?

The first part of the study provided a theoretical overview of sustainability, the rationale for going green, the main stakeholders for establishing a green organisational culture, the concept of an organisational culture with specific reference to a green organisational culture, as well as HR strategies for developing and implementing a green culture.

The second part of the study included an empirical study, which consisted of a survey with a questionnaire as data collection instrument, which, among others, measured strategies for creating a green organisational culture (leadership, green

technologies, green communication and HR strategies), as well as organisational brand communication and brand image. The survey was conducted among employees at both private and public organisations in the Nelson Mandela Bay Metropolitan Area. Fifty-four completed and usable questionnaires were received.

Considering the main problem, the following sub-problems were identified:

Sub-problem One

What is a 'green culture' and what is the rationale for developing a green culture?

This sub-problem was addressed in Chapter Two by means of a literature study to develop a better understanding of what organisational culture and specifically a 'green culture' is, and why companies consider going green. The literature also focussed on the importance of a green organisational culture as well as potential resistance, which could be experienced when developing a 'green' culture.

Bartlett (2012, p. 3) explains sustainability as development that meets the needs of the present generation, without compromising the ability of future generations to meet their needs. The literature revealed that 'going' green is a strategic decision that senior management has to make and buy-in has to be obtained from the various stakeholders. Although strategy is a top-down approach, establishing a green culture requires a constant drive from a whole set of values and beliefs. These values and beliefs are modelled within an organisation towards a common goal, namely, to change towards a green culture that will ensure a sustainable future.

Various reasons for adopting 'green' behaviours and becoming a green organisation include those, which are legal, social, financial and reputational in nature. Changing to a 'green' culture can be challenging and the research indicated that a lack of communication, group pressure, absence of skills and fear of failure, are some of the key reasons for resisting such change. The theoretical study also revealed that change is not a haphazard process and therefore requires a number of resources to ensure the successful implementation of a green culture. The research also identified that to become a green organisation, green

competencies, green attitudes and green behaviours should be adopted. It therefore requires the engagement and buy-in from relevant stakeholders. As indicated in Kurt Lewin's change model (2017, p. 1-2) change is a planned process consisting of getting the organisation ready for change, introducing change and then sustaining the change. Lewin refers to unfreezing, moving and refreezing.

The empirical results revealed that the rationale for companies in the Nelson Mandela Bay Metropolitan Area for adopting green practices were related to legal requirements for environmental safety, social pressure, financial savings, building a positive organisational reputation and the long-term protection of natural resources.

Sub-problem Two

Who are the stakeholders in creating a green culture?

This sub-problem was addressed in Chapter Two by means of a literature study. The literature study revealed 11 potential organisational stakeholders, including suppliers and customers that could be affected by the organisational decision to go green. These were divided into internal and external stakeholders. Prominent internal stakeholders for creating a green organisational culture are senior management, managers (or operational leaders), employees, specific operational units and Human Resources. Although senior management develops a vision and strategy for adopting a green culture, employees play a pivotal role in establishing a green culture. The Human Resources department also plays a significant part in changing towards a green culture. Going green is about changing people's minds and attitudes and Human Resources can change perceptions and attitudes through the adoption of 'green' policies and practices.

The results from the empirical study revealed that executives or top management were perceived as the main drivers for going green. They were followed by senior management, employees, the Human Resources department, middle management and then the supervisor or foremen as drivers of a green organisation.

Sub-problem Three

Which HR strategies can be used to establish a green culture?

This sub-problem was addressed in Chapter Three by means of a literature study on HR strategies for driving a culture change, with a specific focus on establishing a green organisational culture. The literature study revealed that a green vision and values were most important in establishing a green culture. The vision and values need to be communicated to all involved.

Conducting a green gap analysis is required to determine the current state of the organisation in comparison to where they want to be.

Senior management's role in creating a green culture is essential as they determine strategy, but that means they also need the necessary knowledge and they have to provide the necessary green technology resources to operationalise the strategy. The primary responsibility for determining HR's role to achieve business goals, such as going green, belongs to the CEO. Green champions can assist with the process, but HR's role is to replace resistance with excitement about the possibilities of going green. The literature study revealed that although HR could not execute the change themselves, they needed to make sure that change takes place. This study revealed various types of Human Resources strategies that could be used to establish a green culture. These strategies include job design, job analysis, human resource planning, recruitment, selection, hiring, induction, performance evaluation, training and development, career management, pay management, incentives management, welfare management, management of employee movements, discipline management, health and safety management, grievance management and labour relations (Opatha & Arulrajah, 2014, p. 107). In addition, the HR department itself should serve as a role model by introduction e-HR and modelling green behaviour.

Sub-problem Four

To what extent do private and public sector organisations in the Nelson Mandela Bay Metropolitan area, use the principles as revealed in the literature, for establishing a green organisational culture?

This sub-problem was addressed by means of a survey with a questionnaire as data collecting tool method, administered to employees at private and public sector organisations in the Nelson Mandela Bay Metropolitan area.

This sub-problem was addressed in Chapter Five. It involved an analysis of the independent or predictor variables (HR Strategies for creating a green culture and specifically, leadership, green communication, green technology and HR strategies and procedures). This is versus the dependent or response variables (a green organisational culture as measured through the perceived organisational brand). The assumption was that those organisations using strategies for creating a green culture would experience a more positive organisational image or brand. The results from the survey were statistically analysed and interpreted.

In terms of **leadership**, the results revealed that the respondents perceived their senior management to be passionate about the environment. However, they did not perceive their leaders acting decisively in this respect, as suggested in the theory. The results proposed that leaders did not use vision, values, strategy, a dedicated unit and an environmental audit optimally as strategies for creating a green culture.

In terms of **green technologies**, the results of the survey revealed that organisations in the Nelson Mandela Bay Metropolitan Area did use green technologies to reduce waste and create a green culture.

This was in line with the findings of the literature study presented in Chapter Two stating that organisations are realising the importance of using green technology and reducing their environment footprint and that going green matters to companies (Opatha & Arulrajah, 2014, p. 107).

In terms of **green communication**, the results of the survey indicated that organisations in the Nelson Mandela Bay Metropolitan Area, to some extent, used communication as a strategy for creating a green organisation, but that communication was not optimised. Employees were encouraged to switch off

computers, plug out machinery and reduce printing (therefore reducing waste) to create a green culture and organisation.

However, communication was not regular, sustainability was not a common theme in communication, and employees were not encouraged or publicly rewarded for sharing ideas with regard to reducing waste.

In terms of **HR strategies and procedures**, the results of the survey indicated that HR strategies were used to a certain degree, but could be improved. Specifically, it was observed that HR used environmentally friendly recruitment techniques, encouraged environmentally friendly behaviour and used electronic HR systems to reduce waste.

However, job descriptions, orientation of new employees, rewards and recognition, training, performance management and discipline were not optimally used as strategies for creating a green culture. The results suggested that few organisations used the annual Arbour Day (annual environmental day) as a strategy for creating awareness of and celebrating nature.

In terms of **brand communication**, the results of the survey indicated that the respondents did not observe that their organisations made much use of brand communication. Responses were relatively neutral (neither disagree nor agree) in terms of perceptions that their organisations advertised themselves as green organisations and could be perceived as green leaders. This could be because these organisations did not optimally use strategies for creating a green culture, as was evident in the survey.

As such, in terms of **brand image**, the responses were also relative neutral (neither disagree not agree), suggesting that organisations in the Nelson Mandela Bay Metropolitan Areas were not known for valuing the environment, not a good example to others and not known as green organisations. As such, it appears that very few organisations have received awards for being a green organisation.

Correlation analyses revealed that all the factors measured in the study were related. As such, despite commenting on each factor individually in this study, it should be considered that a green organisational strategy is multi-pronged and that an integrated approach is necessary.

Multiple regression analyses were used to determine the effect of the strategies on **organisational brand** (brand communication and brand image combined). The results revealed that leadership and HR strategies or procedures were factors that best explained organisational brand. Due to the high correlations noticed among the four factors, it was decided to conduct a principle component analysis to decide whether these factors should be seen as separate or could combine into one factor. The results showed they could combine into one factor, then labelled "HR strategies for creating a green culture". Further regression analysis revealed that this factor explained 62% of the variance in organisational brand. The implication of this finding is that leadership, green technology, green communication and HR strategies or procedures should be integrated holistically to optimally contribute to a green organisational culture. Such a culture will provide the organisation with a unique identity called the organisational brand.

T-test comparisons were made of the results based on the organisation's size (having less than 100 and 100 or more employees) and position in the organisation (executive or senior leaders, HR and managers versus supervisors, technical, professional or support staff). The respondents' green orientation (being a leader and actively supporting green initiatives, or alternatively, conditionally participating or not giving attention to green initiatives) were also taken into account. Differences were generally small, except for the respondents' green orientation. It was evident that those respondents with a strong green orientation generally provided more positive responses towards those HR strategies creating a green culture, than those with a weak green orientation.

Based on the research outcomes, recommendations are made and areas for future research highlighted.

6.3   RECOMMENDATIONS

The objective of the study was to investigate Human Resources strategies for creating a green organisational culture and to make recommendations that will assist organisations in establishing a green culture. To achieve this objective, a theoretical and empirical study was conducted.

The following recommendations are drawn from the research conducted.

- Organisational vision and strategy emerged as an important factor in establishing a green organisational culture. It is therefore recommended that organisations develop a vision in terms of where they would like to be in the mid- or long-term future in terms of sustainability and a green organisational culture. They must then prepare a robust strategy with proactive actions as suggested by Epstein and Buhovac (2014, p. 35). It is proposed that organisations avail themselves of the Ehlers and Lazenby's (2007, p. 133) model for a strategic management process that provides three stages, namely formulation, implementation and continuous improvement for achieving outcomes. Management needs to be knowledgeable about 'going green' to ensure all employees are motivated, monitored and allow for successful strategy execution.

- Senior management emerged as important to establishing a green culture and has to take responsibility for providing an environment that encourages sustainability (Epstein & Buhovac, 2014, p. 34). To ensure successful implementation and monitoring of sustainability strategies they must take accountability and model desired behaviours (Epstein & Buhovac, 2014, p. 35). It is recommended that management become educated about environmental initiatives and model the desired 'green' behaviour within the work environment, as action speaks louder than words.

- Green communication emerged as important factor for establishing a green culture. Engaging with all stakeholders is necessary and specifically with employees whose input and ideas for reducing waste and continuous

improvement, should be considered (Guerci & Rami Shani, 2014, p. 81-87). Telling stories also assist with behavioural challenges (Bertels et al., 2010, p. 18-26). It is recommended that more visual, verbal and written communication be used to ensure clear guidelines of expectations and outcomes.

- Human Resources strategies emerged as important for establishing a green culture. HR plays an important role when contributing at an executive level and assisting with strategic planning by using green Human Resource Management strategies (for example, policies and practices). HR and internal green communication should be aligned as a strategy to ensure employees are consistently engaged in green behaviours (Weinreb, 2011, p. 1-2). It is recommended that green HR strategies are implemented and communicated to all stakeholders to ensure consistent implementation and monitoring towards a green culture. In this respect, job descriptions should be updated to reflect green behaviours, new employees should be made aware of the organisation's green drive and reward and recognition systems should be adjusted to promote green behaviours. Therefore, all HR process and systems should be vertically aligned with the vision and strategy of creating a green organisation and horizontally aligned to send a consistent message to employees about required behaviours.

- In addition to the recommendations above, it is recommended that organisations conduct surveys among customers and the public to gauge their views on the organisational brand. It is also recommended that organisations avail themselves of awards presented to specific industries in terms of sustainability and find out the criteria for attaining these awards.

- Changing organisational culture is a transformational process and in this respect, appropriate change management theory should be used. In the theoretical study, Kurt Lewin's (Lewin, 2017, p. 1-2) change management model was discussed, which forms the basis of most other change management models.

The information gained is valuable in creating a green organisational culture and should be considered by organisations' senior managers and Human Resources departments at private and public industries within the Nelson Mandela Bay Metro.

6.3.1 Area for future research

Recommendations for future reference are presented below:

- This study was primarily aimed at organisations in private and public sectors within the Nelson Mandela Bay Metro. Further research can be focussed on investigating HR strategies for creating a green culture on a national level across South Africa.

- The study revealed that change theory should be applied when a company wants to become a green organisation, that senior leaders play an important part in change and that all stakeholders should be involved. It is recommended that a case study be done on organisations that won awards for their green achievements to determine how these organisations applied change theory to create a green organisation.

- Communication emerged as important for creating a green organisation. A study could be done on communication strategies for creating a green organisational culture, with specific reference to the nature of messages, media used, content, symbolic communication and barriers to effective communication.

6.4 PROBLEMS AND LIMITATIONS

A problem experienced in this study was that organisations that agreed to participate in the study took a very long time to come to a formal decision and then decided not to participate. The researcher then decided rather to use a snowball sample method. Efforts were taken to increase the sample size, but this was not within the researcher's control. It is nevertheless believed that the results of the

study are meaningful and can be used as a guideline for organisations that want to establish a green organisational culture.

6.5   CONTRIBUTION AND CONCLUSION

The study made a unique contribution to the field of knowledge as little research has previously been done on HR strategies for creating a green organisational culture. In this respect, the research scrutinised and interrogated all possible previous research on the topic and synthesised the theoretical findings in Chapters Two and Three. These chapters can serve as a valuable resource for future researchers and practitioners in the fields of sustainability, organisational behaviour and organisational culture.

In addition, the empirical study provided valuable insight into the extent to which organisations, and specifically organisations in the Nelson Mandela Bay Municipal Area, use strategies for creating a green organisational culture. The empirical results revealed that organisations could do much more to encourage sustainability and protect the environment for future generations.

In conclusion, a clear vision, modelled values, strategic plan and strategic leaders are required to establish a green organisational culture. Considering a green culture is not a haphazard process, but a planned practice and requires engagement from all stakeholders to ensure successful implementation. Although these are not the only factors to be considered for successful transformation, buy-in from such stakeholders and clear direction from senior management and specifically the CEO is critical.

The study also revealed the importance of the various Human Resources strategies, which could be considered, and the impact these strategies have on the organisation. Aligning HR in organisational processes will assist in establishing a green culture, but these processes need to be integrated.

If organisations make a concerted effort to establish a green organisational culture, they will attract high quality and discerning employees and customers,

and ultimately experience sustainability, which will also contribute to the organisational brand, creating perpetual improvement. On a different level, they will ensure that future generations are able to meet their needs in a sustainable way.

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ANNEXURE 1 – Email sent to potential respondents inviting them to participate in the study

Dear Sir / Madam

<u>RE: HUMAN RESOURCES STRATEGIES FOR CREATING A GREEN ORGANISATIONAL CULTURE</u>

I am conducting research towards my Master's Degree in HRM at the Nelson Mandela University (NMU). My study is on HR strategies for creating a green organisational culture. You are hereby invited to be part of this study.

Please click on the link below to complete the questionnaire and submit. The questionnaire will take about 10 to 20 minutes to complete.

<div align="center">QUESTIONNAIRE LINK</div>

Your participation in this study is voluntarily and you have the right to opt out at any stage. By completing the questionnaire, you are giving consent to participate in this process.

Participation in this research is anonymous and all responses will be kept strictly confidential, you will therefore not be identified as a respondent in this study nor in any journal article that may emanate from this study.

Please forward the link to as many friends or colleagues as possible to complete.

Thank you in advance and looking forward to your prompt responses.

ANNEXURE 2 – Introduction to the questionnaire

I am a Master's student in Human Resources (HR), at the Nelson Mandela University (NMU), Port Elizabeth.

The purpose of this questionnaire is to conduct research on Human Resources (HR) strategies in creating a green organisational culture.

Your participation would be greatly appreciated, as the research hopes to identify the rationale for going green within organisations, the relevant stakeholders involved and the type of HR strategies for establishing a green culture. Your contribution will influence the success of this study. It will take you approximately 10 to 20 minutes to complete the questionnaire.

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. You may withdraw from the survey at any point.

Your survey responses will be strictly confidential. You will not be identified as a respondent in this study nor in any journal article that may emanate from this study. Your information will be coded and will remain confidential. Only a statistical summary of all the responses received from all participants will be used.

If you have questions at any time about the survey or the procedures, you may contact Mrs. Petro Jacobs at petro.jacobs@icloud.com

Thank you very much for your time and support. Please start with the survey now by clicking on the 'begin' button as seen below.

ANNEXURE 3 – Survey Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

Please complete ALL QUESTIONS by making a cross 'x' in the appropriate block.

1. Which industry are you employed in?	
Agriculture	
Catering and Accommodation	
Chemical	
Community, Social Services	
Construction	
Electricity, Gas and Water	
Finance and Business Services	
Manufacturing	
Mining and Quarrying	
Retail and Motor Trade	
Transport, Storage and Communication	
Wholesale	
Other	
If other, please specify:	

2. According to your knowledge, more or less how many employees are directly employed in the organisation (whether permanently appointed or on contract)?				
50 or less	51-99	100-499	500-499	1000 or more

3. How long have you been employed by the organisation?		
Five or less years	6-10 years	More than 10 years

4. Indicate your age bracket				
21 yrs or younger	22-40 yrs	41-52 yrs	53-71 yrs	72 yrs or older

5. Indicate your gender	
Female	Male

6. Which one of the following categories describes your position best?	
Human Resource Management	
Top Management / Executive	
Senior Management	
Mid-Management	
Supervision / Foreman	
Admin (non-managerial position)	
Technical (non-managerial position)	
Other (If other, please specify)	

7. Which one of the following statements describes you best?	
I am proactively taking LEADERSHIP in introducing green activities aimed at protecting the environment	
I willingly PARTICIPATE in green activities introduced to protect the environment.	
I CONDITIONALLY participate in green activities as long as they are really beneficial and not requiring too much extra effort.	
I DO NOT GIVE ATTENTION to green activities aimed at protecting the environment	

SECTION B: GREEN ADVOCATES AND REASONS FOR GOING GREEN

Please complete ALL QUESTIONS by making a cross 'x' in the appropriate block.

…………………………….. within my organisation are the main advocates or drivers of a greener organisation?

Question number	Description	Yes	No	Don't know
8.	**Top Management or the Executives**			
9.	**Senior Management**			
10.	**Mid-Management**			
11.	**Supervisors / Foreman**			
12.	**Employees**			
13.	**Human Resources department**			

……………………………. Is considered as an important reason for my organisation to adopt environmentally friendly practices?

Question Number	Description	Yes	No	Don't know
14.	**To meet legal requirements for environmental safety**			
15.	**Social pressure (for example, from customers and communities)**			
16.	**Potential financial savings**			
17.	**To build a positive organisational image or reputation**			
18.	**Concern for the long-term protection of natural resources**			

SECTION C: HR STRATEGIES FOR CREATING A GREEN CULTURE

Please complete ALL QUESTIONS by making a cross 'x' in the appropriate block.

Description	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
LEADERSHIP					
19. My organisation has a clear vision for being a green organisation					
20. Protecting the environment is a formal documented organisational value					
21. Senior leaders are passionate about protecting the environment					
22. My organisation has a unit/programme that is dedicated to introducing and improving environmental protection / sustainability					
23. Environmental issues are built into our strategic plans					
24. Regular audits are done to ensure compliance to environmental regulation					
GREEN TECHNOLOGIES FOR SHAPING BEHAVIOUR					
25. My organisation provides a variety of ways in which to recycle and prevent waste					
26. My organisation implements and uses eco-friendly technologies					

27. Waste disposal is done in an environmentally friendly and responsible way					
28. Efforts are taken to reduce as much waste as possible					
GREEN COMMUNICATION					
29. My organisation regularly communicates its commitment to the environment					
30. Protecting the environment is a common theme in our organisational communication					
31. Employees are encouraged to turn off computers / machinery when not in use					
32. Employees are encouraged to reduce the amount of printing done in the organisation to as little as possible					
33. Employees are publicly recognised for their contributions to green initiatives					
34. Employees are encouraged to share their ideas for reducing waste					

SECTION D: HR'S ROLE IN CREATING A GREEN ORGANISATIONAL CULTURE

Please complete ALL QUESTIONS by making a cross 'x' in the appropriate block.

Description	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
HR STRATEGIES AND PROCEDURES					
35. My job description emphasises behaviours aimed at protecting the environment					
36. My organisation uses environmentally friendly methods for recruitment, for example, advertising on the Internet.					
37. The importance of green values are emphasised during the orientation of new employees					
38. Employees that suggest ways to reduce waste are rewarded					
39. Green values and behaviours are emphasised during training programmes					
40. Reducing waste is an important performance criteria					
41. Employees are publicly recognised for their contribution to green initiatives					
42. My organisation will discipline employees that are wasting resources such as water or electricity					

43. Employees are encouraged to participate in environmentally friendly behaviour					
44. Steps are taken when someone harms the environment while at work					
45. The HR Department ensures that the annual environmental day is prominently celebrated at the company					
46. The HR Department is using electronic systems as a means to reduce waste (for example, electronic payslips, leave applications and communication)					

SECTION E: ORGANISATIONAL BRAND

Please complete ALL QUESTIONS by making a cross 'x' in the appropriate block.

Description	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
BRAND COMMUNICATION					
47. My organisation advertises itself as a green company					
48. Employees are visually reminded to reduce wastage or recycle by means of posters / slogans					
49. Managers openly promote green thinking and behaviour					
50. I consider my organisation as a green leader					
BRAND IMAGE					
51. My organisation is known for valuing the environment					
52. Employees in my organisation regard protection of the environment as an important value					
53. My organisation is considered as a good example of a green company for others to follow					
54. My organisation is proudly known as a green company					
55. My organisation has won awards for being a green company					