

EFFECTS OF EMOTIONAL INTELLIGENCE AND CONTEXTUAL FACTORS ON GREEN HUMAN RESOURCE MANAGEMENT

Don- Baridam Letam (Msc. Bsc. AMNIM)

Department of Management,
Faculty of Management Sciences,
Rivers State University of Science and Technology,
Nigeria.

Abstract

The objective of this study was to find out the effect of contextual factors and emotional intelligence on green human resources management. Specifically, the study examines the influence of age, structure, culture, technology and organizational politics in the association between emotional intelligence and green human resource management. Data were obtained from 41 employees drawn from 2 oil companies in Rivers State, Nigeria. The results of the findings showed that there is positive and significant relationship between emotional intelligence, organizational politics, technology, culture, structure and green human resource management. Although there is a positive relationship between emotional intelligence, age and green human resource management, this relationship is not significant.

Based on these findings, one can conclude that emotional intelligence, organizational politics, structure, culture, and technology have potential to influence green human resource management behaviour.

Keywords: Emotional Intelligence, contextual factors, green human resource management, Organizational Politics, Structure, Culture, Age and Technology.

Introduction

In the recent past, there has been growing concern on the need for efficient use of our available resources. This concern stems from the fact that companies in their attempt to produce goods and services take from the environment such as land, water, mineral, trees and so on, and in return dump waste and pollute the environment. Many have argued that the only way by which we can survive in both environment and economic terms is the conservation of our resources.

The UNEP report on Ogoni land in the Niger Delta, Nigeria indicted the Royal Dutch Company for the serious degradation of the environment. According to the report, the level of destruction of the environment has caused serious health problems to both human, plant and animals. That it will take more than 30 years to restore the land to livable state.

Coping with this conservation problem requires effective utilization of human resources management tactics and policies. It involves the provision of an organizational climate in which employees can experience satisfaction and development. It is for this reason that the concept of green human resource management is beginning to gain attention in the management literature.

Embarking on conservation behaviour requires behaviour change orientation. Modifying an old attitude and replacing it with a new one in most cases is characterized by resistance and conflict. Maintaining environmental sustainability cannot be achieved without integrating the critical role of emotional intelligence, and other latent factors such as organizational politics, structure, culture, technology and age, which may affect the effective implementation of a green policy. These factors dictate the emotional tone of the organization and consequently influence the implementation of green human resource management.

In spite of the increasing scholarly activity on the relationship between emotional intelligence and human resource management, there is no significant research on the effect of emotional intelligence on green human resource management, and how contextual factors such as organizational culture, structure, politics, technology and age combine to influence the implementation of green human resource management in the Nigerian work environment.

Objectives of the study

The objective of this study is to find out the effect of contextual factors and emotional intelligence on green human resources management. Specifically, the study examines the influence of age, structure, culture, technology and organizational politics in the association between emotional intelligence and green human resource management.

Hypotheses

1. There is a positive and significant relationship between Emotional Intelligence, Organizational Politics and Green Human Resources Management.
2. There will be a positive and significant relationship between Emotional intelligence, Technology and Green Human Resource Management.
3. There will be a positive and significant relationship between Emotional intelligence, Organizational Culture and Green Human Resource Management.
4. There will be a positive and significant relationship between Emotional intelligence, organizational structure and Green Human Resource Management.
5. There will be a positive and significant relationship between Emotional intelligence, Age and Green Human Resource Management.

Definition of terms:

Emotional intelligence: The ability to monitor your own and others emotions, to discriminate among them, and to use the information to guide your thinking and actions (Mayer and Salovey, 1993).

Green human resources management: This is “the use of HRM policies to encourage the sustainable use of resources within business enterprises and more generally promote the causes of environment sustainability” (Marhatta and Adhikari, 2013).

Culture: “Shared beliefs, values, attitudes and expectations about appropriate ways to behave that are held by members of a social group” (Statt, 1991:18).

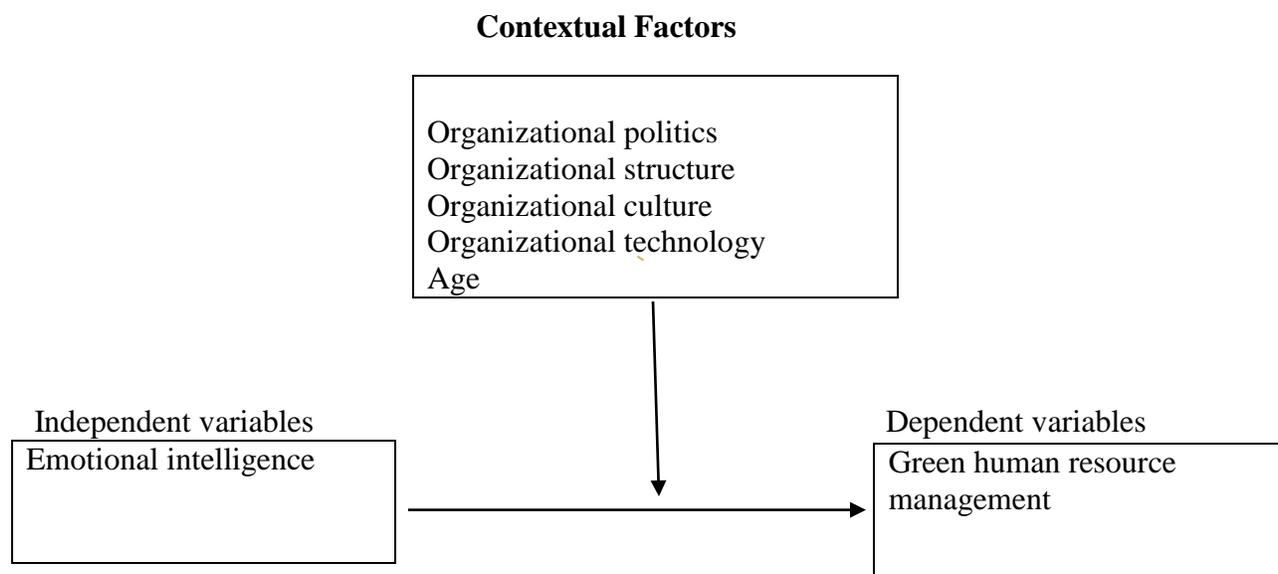
Organizational structure: This is the division, grouping and coordination of various organizational activities.

Technology: This is the practical application of scientific innovation to industry.

Literature Review

This chapter reviews the major concepts of the study. It discusses the concepts of emotional intelligence, green human resources management, and contextual factors- age, structure, culture, technology, and organizational politics. It proposes a general model of the interaction of emotional intelligence and contextual factors on green human resources management.

Conceptual Model



1. The Concept of Emotional Intelligence

The concept of emotional intelligence has become a major topic of discussion among scholars in psychology and human resources management. Management is about getting things done through and with people. Thus, anything that affects the effectiveness of the mind of the people also affects the organization they work for. Managing the behaviour of individuals within the organization is more difficult when the leader lacks the ability to manage oneself. Inability to understand others feelings, lack of self-control, self-confidence, self-awareness and drive are some of the causes of conflict in organizations.

There is preponderance of evidence to show that the ability of a manager to perceive, identify, and manage emotions provides an organizational climate that is characterized by warmth, and enthusiasm.

Emotional Intelligence, Organizational Politics and Green Human Resources Management

Viewing organizations as political entities is not a recent phenomenon. March (1962) opined that organizations are political entities in which decisions are made and goals are set by bargaining processes. Organizations are, therefore, settings in which people with different interests and preferences come together and engage in exchanges. As defined earlier, organizational politics is a social influence attempt that is discretionary; that is outside the behavioural zones prescribed or prohibited by the organization (Porter, L.W. et al; 1981).

Organizational life within a political frame is a series of contradictions and conflict. The survival of the organization therefore, requires a leader with emotional intelligence and effective human resource management *system*. Goleman (1995) opined that individuals who are aware of their own emotions and are good at reading the emotions of others may be more effective in their jobs. The leader must therefore be aware of what he is feeling; he must be able to manage his own emotions and impulses; he must have the ability to persevere in the face of setbacks and failures and above all, show empathy and have the necessary social skills to handle the emotions of others.

Asad, Saleem et al. (2014) assert that emotional experiences at work influence employees' attitudes and behaviours. Similarly, "emotional behaviours mediate the relationship between perceptions of politics and several attitudinal and behavioural outcomes" (Liu et al. 2006); and green human resource maintenance. Organizational politics is a significant factor that affects various aspects of organizational practices. The perception of the political climate within the organization by social actors affects the implementation of green human resource management programme. Vigoda (2003) asserts that organizational politics is a critical factor that affects training because politics often interferes with organizational processes such as decision making, promotion, and rewards.

Relationship between Emotional intelligence, Organizational Culture and Green Human Resource Management

In today's global environment, organizational culture plays an important role in the relationship between emotional intelligence and green human resources management. Becker (1982, Schein 1985:168) defined organizational culture as "a system of shared meaning held by members that distinguishes the organization from other organizations". Culture can provide stability to the organization and can also serve as a barrier to change. However, the extent to which it provides stability to the organization depends on the level of emotional intelligence of the organizational leaders.

According to Ugoani (2015:37), organizations that are more emotionally intelligent can actually increase emotional intelligent behaviours among its employees and a collective ability as long as managers focus on the right emotional intelligence competences. Bardzill and Slaski, (2003) assert that "Managing organizational culture requires deep relationship management to stimulate favourable behaviour from organizational members". A strong organizational culture increases behavioural consistency, thus, increases the likelihood of adopting green human resources management policy. Robbins (2003) opines that "the stronger an organization's culture, the less management need to be concerned with developing formal rules and regulations to guide employee behaviour. Those guides will be internalized in employees when they accept the organization culture" (p.527).

Effective environmental management is achieved when there is corporate culture that has strong values that support long term sustainability. "An organizational culture that supports environmental management is the one that encourages employees to make suggestions for and the freedom to engage in activities that improve the environment" (Renwick et al; 2013). In particular, "employees must be well informed about environmental issues that affect their workplace" (Madsen and Ulhoi 2001).

Relationship between Emotional intelligence, Organizational Structure and Green Human Resource Management

The importance of structure to the attainment of the objectives of the organization cannot be overemphasized. This is because "structure makes possible the application of the process of management and creates a framework of order and command through which the activities of the organization can be planned, organized, directed and controlled" (Mullins, 1996:332). Hampton et al; (1978:320) defines structure as "rationally worked out job descriptions for operating positions and people, policies and procedures for coordinating diverse jobs, and managerial positions and people specializing in effectuating the coordination itself".

Effective green human resource management is enhanced when the organizational structure has positive effect on the feelings and emotions of the people. Employees in every coordinating system have a greater chance of achievement if the system fits the goal.

To design a structure that brings about positive behaviour and employee motivation requires emotional intelligence.

Relationship between Emotional intelligence, Technology and Green Human Resource Management

Understanding and managing change are the ingredients of management in today's organization. The accelerating speed of change in today's business world requires that organizational leaders are up to date with modern technologies that will give them competitive advantage.

Studies (Marler, 2009, Panayiotopoulos, et al. 2010, & Shilpa and Gopal, 2011) have shown that technologies have positive effect on the management of people in providing timely human resource management information. Technology allows reduction of human resource process time, speedier information sharing in employments' relations, a reduction on cost of paper, easing internal communication and training, and alignment with business strategy. Technologies facilitate the interaction between employers and employees and even potential employees. Green HRM can be achieved by hiring "green" candidates. Technologies have made it possible to conduct e- recruitment and selection, e-compensation and reward, e-performance and appraisal, and e- training.

The advantages of the effect of technology on the performance of the organization cannot be overemphasized. "The availability of skilled jobs and improved working conditions has been bye-products of innovation in many organizations" (Nelson and Quick 2003:55). The introduction of technology has afforded workers with disabilities to cope with the challenges posed by the demand of their jobs.

While technological innovation brings about changes in employees' work environment; some of these changes have turned out to be stressors. The nature of the workflow in the organization affects the operation, attitude and behaviour of the employees. Poor designed technological layout lowers the morale of the employees.

To cope with these stressors, emotional intelligence is required in the design of the job.

Relationship between Emotional intelligence, Age and Green Human Resource Management

It will be reasonable to ask the following questions: does emotional intelligence decline with age? Or is there a decline in emotional intelligence after the age of fifty or earlier?

These questions are based on Lehman's (1953) pioneering work on the relationship of age to achievement in a wide variety of scientific field. Lehman found that the individual's best work had been done by the time he reached 40. In his study, "Working with emotional intelligence," Goleman maintains that:

Our level of intelligence is not fixed genetically, nor does it develop only in early childhood. Unlike IQ, which changes little after our teen years, emotional intelligence seems to be largely learned, and it continues to develop as we go through life and learn from experiences- our competencies in it can keep growing. In fact, studies that have tracked people's level of emotional intelligence through the years show that people get better in these capabilities as they grow more adept at handling their emotions and impulses, at motivating themselves, and at honing their empathy and social adroitness. There is an old fashion word for this growth in emotional intelligence: maturity (Goldman, 1998:7).

Cole (1979) observed a slightly curvilinear relationship between age and performance. Similarly, Derksen, et al. (2002) examined the relationship between emotional intelligence and age using a sample of 873 subjects ranging in age from 19 to 84 years old, with a mean age of 50-74 years old. They found that emotional intelligence peaked in the 35-44 age intervals, and then decreased in older age.

The relationship between age and green human resource management is interesting. It is interesting in the sense that age is related to changes in needs and preferences. Socio-emotional selectivity theory reveals that "older people differ from younger people in motivation and behaviour" (Carstensen, 2006, Carstensen and Mikels, 2005). According to Carstensen, (2006)

Young people have an open future time perspective and prepare for a long and unknown future, and therefore primarily focus on growth –related goals. Older people, however, experience time as running out. For them, the experience of approaching the end of their careers and life causes a shift towards present-related emotional goals over knowledge goals and a focus on emotional well-being (Carstensen and Mikels, 2005).

From the above findings, it is reasonable to conclude that needs of younger employees are to some extent different from the needs of older employee. The implication of this is that organizational leaders need to have a high degree of emotional intelligence in designing a green human resource management system that will live on while achieving the aim of the organization.

Methods

The respondents were 41 employees drawn from 2 oil companies in Rivers State. Questionnaires were administered to 70 employees in 2 oil companies. 41 useable questionnaires provided the database (a 59 percent respond rate).

Data reliability, descriptive statistics, correlation and regression analysis were used to analyze the data.

Measures

The dependent variable to which attention is given in this study is green human resource management. The independent variables are emotional intelligence, organizational politics, organizational structure, organizational culture, organizational technology and age. Both the dependent and independent variables, with the exception of age, were measured on a 5-point Likert scales. Responses ranged from “does not apply” (scored 1 point) to “always applies” (scored 5 point).

1. Dependent Variable.

Green human resource management: A short form of GHRM questionnaire developed by Yusliza et al. (2015) was used. The nine items were measured along the dimensions of human resource management: recruitment, incentive/compensation/punishment, training, and green cafeteria. The nine items include- Recruitment: i) “We use social media, twitter, and face book for hiring and recruitment.” ii) “The applicants can post their resume and certification through our portal.” “Even when we interview the applicants, we just key in their feedbacks on our system.”

Training: iii) “The company initiates training programmes that promotes community or green services.” iv) “It is compulsory for new employees to be trained on green or environmental health and safety during orientation.” v). “More than 50% of our training is online and paperless.” vi) “Every forms in Human resource and other departments are online; Green Cafeteria.” vii) “We do not use plastics in our cafeteria.” viii) “The company prohibits the use of polystyrene, plastic cups, paper and other materials that are not disposable.” Incentives/Compensation/Punishment: ix) “HR delivers warning letters through online.” x) “Letter of promotion is sent out to the candidates through online.”

2. Independent Variable.

Emotional intelligence: an abridged version of the Trait emotional intelligence questionnaire (TEIQue) developed by K.V. Petrides (2001) was used; this composed of ten statements representing the following four dimensions of emotional intelligence: Well-being, self-control, emotionality, and sociability.

Structure: The following 5 point Likert scale statements were used to measure organizational structure.”In my organization, the tasks are subdivided based on specialization.” “The jobs are departmentalized.” “The numbers of subordinates the manager or supervisor can effectively

manage are too large. “Decision-making authority in the organization is centralized.” “There are formal rules and regulations guiding behaviour of both employees and managers.”

Organizational politics was measured using Ferris and Kacmar’s measure of organizational politics (1992). “Favoritism rather than merit determines who gets ahead in the organization.” “Rewards come only to those who work hard in the organization.” “There is a group of people who always get their way because no one wants to challenge them.”

Organizational culture: The following statements were used to measure culture: “People are flexible and adaptable when changes are necessary.” “Individuals and teams have clearly defined goals that relate to goals and mission of business.” “People value and make use of one another’s unique strengths and different abilities.” “People know what is expected of them and understand theirs on other people, teams and functions.” “People have access to timely and accurate information about what is actually happening in the organization and why.” “Managers at all levels work as a team to achieve results for the organization.”

Organizational technology: Organizational technology was measured using the following statements: “My organization has the required technology that can facilitate my work.” “I feel confident in my ability to use the various technologies in my office.” “The use of technology has significantly improved my job performance.”

Age: Age was measured based on the respondent’s answer to the length of time since he or she was born.

Data Analysis

Reliability Statistics Table 1

Variable Name	N of items	Cronbach’s Alpha
Green human resource management	6	0.71
Emotional Intelligence	10	0.82
Structure	5	0.75
Organizational politics	3	0.84
Culture	6	0.68
Technology	4	0.74
Age	1	0.66

To confirm the internal validity of the seven variables in the study, the Cronbach’s alpha was used. If the value of Cronbach’s alpha is close to 1, it shows that the variables are internally consistent. As can be seen from Table 1, all the factors are greater than 0.65. We can therefore rightly say that the variables are internally consistent.

Results and Discussion

In addressing the study's hypotheses, Pearson product moment correlation and multiple regression analysis were used. The Pearson correlation was used to test interrelationship among all variables. The multiple correlation analysis aimed at examining relationships between dependent and independent variables in the five hypotheses. The general linear model was used because of its ability to eliminate any possible effects of unbalanced data and its ability to enhance the specification of any degree of interaction.

Pearson correlations coefficients Table 2

	GHRM	EI	OP	OS	OC	TECH	AGE
GHRM							
Emo.intelligence (EI)	.146						
Org, Politics (OP)	.547**	.030					
Org. structure (OS)	.754**	.415**	.066				
Org. culture (OC)	.449**	.481**	.365*	.623**			
Technology (TECH)	.389*	.068	.697**	.213	.728**		
AGE	.120	-.120	.145	-.056	-.023	.034	1

Dependent **variables**: GHRM. N = 41

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 2 presents the interrelationships among the variables. As can be seen from the table, there is positive and significant relationship between organizational politics, structure, organizational culture and green human resource management ($r = .547, .754, .449, p \leq .01$) respectively. Similarly, there is a positive and significant relationship between organizational technology and green human resource management ($r = .389, p \leq .05$). Organizational structure correlated positively and significantly with emotional intelligence ($r = .415, p < .01$). Organizational culture correlated significantly with emotional intelligence ($r = .481, p < .01$), organizational politics ($r = .365, p < .05$) and organizational structure ($r = .623, p < .01$). In the same vein, organizational technology correlated positively and significantly with organizational politics ($r = .697, p < .01$) and organizational culture ($r = .728, p < .01$).

The five hypotheses were tested using the output of the following model presented earlier in this study:

$$\text{GHRM} = \beta_0 + \beta_1 \text{EI} + \beta_2 \text{OP} + \beta_3 \text{OS} + \beta_4 \text{OC} + \beta_5 \text{TECH} + \beta_6 \text{AGE} + E_i$$

Multiple Regression Table 3.

	B	SE	β	t	R ²	F	p
(Constant)	2.35	1.73		1.36	.947	49.43	.00
E. Intelligence (EI)	-.05	.04	-.11	-1.51			
Org. Politics (OP)	.78	.11	.58	6.91			
Technology (T)	.02	.17	.02	.12			
Org .culture (OC)	.23	.10	.32	2.23			
Org. structure (OS)	.97	.08	.96	12.05			
Age	20	.16	.07	1.20			

Hypotheses

1. (Constant)	12.64	3.39		3.73	.316	8.78	.001
EI	.06	.07	.13	.97			
OP	.73	.18	.54	4.05			
2. (Constant)	16.10	3.54		4.55	.407	3.78	.03
EI	.06	.07	.12	.81			
T	.48	.19	.38	.38			
3. (Constant)	17.76	3.07		5.79	.457	5.00	.01
EI	-.05	.08	-.09	-5.56			
OC	.36	.12	.49	2.20			
4. (Constant)	11.68	2.38		4.90	.777	28.77	.00
EI	-.10	.06	-.20	-1.80			
OS	.85	.11	.84	7.45			

	B	SE	β	t	R ²	F	p
5. (Constant)	19.80	3.56		5.57	.20	.799	.457
EI	.08	.08	.16	1.02			
Age	.40	.46	.14	.87			

Dependent variable: GHRM

Using the regression analysis yielded results are generally consistent with those reported in Table 2. From our multiple correlations analysis in Table 3 above, emotional intelligence, organizational politics, technology, organizational culture, organizational structure and age account for 89.7% of the variations in green human resource management.

With the exceptions of emotional intelligence, technology, and age that showed weak correlations between the said variables and green human resource management (beta 0.11, 0.02, and 0.07) respectively, the remaining three variables –organizational politics, organizational culture and structure showed relatively positive and significant relationships between (beta: .58, .32, .96, $P \leq 0.001$).

Hypothesis 1: There will be a positive and significant relationship between emotional intelligence, organizational politics and green human resource management.

Analysis of our data reveals that emotional intelligence and organizational politics account for 31.6% of the variations in green human resource management. As hypothesized, positive and significant relationships exist between emotional intelligence, organizational politics and green human resource management (beta=0.13, 0.54, $p \leq 0.001$).

Hypothesis 2: There is a positive and significant relationship between emotional intelligence, technology and green human resource management.

As hypothesized, emotional intelligence and organizational technology correlated positively and significantly with green human resource management (Beta=.12, .38, $p < .05$), although the correlation between emotional intelligence and green human resource management is weak.

Hypotheses 3 and 4 concern the relationships between emotional intelligence, organizational culture, on green human resource management (hypothesis 3), emotional intelligence, organizational structure and green human resource management (hypothesis 4). As hypothesized, the results showed positive and significant relationship between the independent variables and green human resources management ($p < .01$, .001).

For the fifth hypothesis, the result revealed positive and non significant relationship between emotional intelligence, age and green human resource management (Beta =.16, .14, n.s). Based on this finding, it is reasonable to say that there is no significant relationship between emotional intelligence, age and green human resource management.

Discussion and Conclusions

The results of the present study are consistent with the notion that emotional intelligence, organizational politics, structure, culture and technology influence the emphasis on green human resource management.

There is a weak and nonsignificant relationship between age, emotional intelligence and green human resource management. Two possible explanations can be deduced from this result:

First, the extent to which one encourages environmental sustainability behaviour depends on how well one gets along with nature- ecological harmony and not necessarily the age of the individual. Individuals who appreciate and love nature will love to live in a green environment.

Second, according to B.F. Skinner, the behaviour of an individual is to some extent influenced by his or her environment. Those who live in environment where environmental sustainability is emphasized will be more conscious of protecting the environment than those who do not live in such environment.

The very strong positive and significant relationships between structure, politics and green human resource management may be due to the following reasons:

The respondents to this study were drawn from multinational oil companies that have well defined structure. Well define structure has positive effect on the feelings and emotions of people. Thus, employees in such systems have greater chance of compliance with directives, particularly if such directives are in their interest.

A possible explanation why politics correlates positively with green human resource management is because of the increasing deteriorating global environment and the continued emergence of green movement and community pressures which demand businesses to be environmental friendly.

In conclusion, the results from our findings proved that emotional intelligence, organizational politics, structure, culture and technology have potential to influence green human resource management behaviour.

By linking emotional intelligence to organizational politics, culture, structure and technology, we can have a deeper understanding on how to combine these variables to enhance our understanding of green human resource management.

Limitations of the study

In any one study, the observations and conclusions are limited to a small fraction of the types of persons, or groups conceivable, to one or a few contexts, and to a small portion of the variables that might potentially be observed. The present study is subject to these limitations. Generalizability of the findings and conclusions of the present investigation are limited to the population of the respondents selected and the contexts and variables included in the study.

References:

- Asad, A. Saleem, M. et al; (2014). The relationship between perception of organizational politics, emotional intelligence and work outcomes: Empirical evidence from banking sector of Pakistan, Open association of Research Society, USA
- Bardzill, P. and Slaski, M. (2003) Emotional intelligence. Fundamental competencies for enhanced service provision. *Managing Service Quality* 13 (2), 97-104.
- Becker, H.S. (1982) "Culture: A Sociological View." *Yale Review*, summer, pp.513-27.
- Carstensen, L.L. (2006). "The influence of a sense of time on human development." *Science*, 312:5782, 1913-1915.
- Carstensen, L.L. and Mikels, J.A. (2005). "At the intersection of emotion and cognition: aging and the positivity effect." *Current Directions in Psychological Science*, 14:3, 117—121.
- Cole, S. "Age and Scientific performance." *American Journal of Sociology*, Vo. 84 (January), 958-977
- Derksen, J., Kramer, I., and Katzko, M. (2002) Does a self-report measure for emotional intelligence assess something different than general intelligence? *Personality and Individual differences*, 32, 37-48.
- Ferris, G.R. and Kacmar, K.M. (1992) Perception of Organizational politics. *Journal of Management*, 18, 93-116.
- Goleman, D. (1998) *Working with Emotional Intelligence*. New York: Bantam Books.
- Goleman, D. (1995) *Emotional Intelligence*. New York: Bantam Books.
- Hampton, D.R, Summer, C.E. and Webber R.A. (1978). Glenview, Illinois: Scott, Foresman
- Liu, Y., Ferris, G.R. et al., (2006). The emotion of politics and the politics of emotions: affective and cognitive reactions to politics as a stressor. *Handbook of organizational politics*, 161.
- Madsen, H. and Ulhoi, J.P. (2001) Greening of human resources, environmental awareness and training interest within the work force. *Industrial management and Data Systems*, 101, pp.57-63.
- Marler, J.H. (2009) "Making human resources strategic by going to the Net: reality or myth?" *International Journal of Human Resource Management*. Vol.20, no. 3, pp.515-527, (March).
- Mampra, M. (2013) Green HRM: Does it help to build a competitive service? In *Proceedings of tenth AIMS International Conference on Management*, (January 6-9, pp. 1273-1281).
- March, J.G. (1962) "The Business firm as a Political Coalition" *Journal of Politics*, Vol.24, pp. 662-678.
- Marhatta and Adhikari (2013)

- Mayer J.D. and Salovey P. (1993) "The Intelligence of Emotional Intelligence," *Intelligence* 17, pp. 22-23.
- Mullins, J.M. (2002) *Management and Organizational behaviour*. London Pearson Education Limited.
- Nelson, D. I. and Quick J.C. (200). *Organizational Behaviour: Australia – Thomson Southwestern*.
- Panayotopoulou, L. Galanaki, and Papalexandris, N. (2010). "Adoption of electronic systems in HRM: Is national background of the firm relevant?" *New Technology, Work Employ.*, Vol. 25, no. 3, pp.253-269, (November).
- Porter, L.W. et al; 1981). *The politics of Upward Influence in Organizations*. In Larry L. Cummings and B.M.Staw, *Research in Organizational Behaviour*. Vol.3, Greenwich, Connecticut, J.A.I. Press.
- Renwick, D.W.S. et al. (2013) *Green Human Resource Management: A Review and Research Agenda*.
- Robins S.P. (2003) *Organizational behaviour*. Singapore: Pearson Education
- Schein, E.H. (1985) *Organizational Culture and Leadership*. Sanfrancisco: Jossey-bass
- Shilpa, V. and Gopal, R. (2011). "The implications of implementing electronic-human Resource Management (e-HRM) system in companies," *Journal of Information System Communication*, Vol.2, no. 1, pp.10-29.
- Statt, D. (1991) *Concise Dictionary of Business Management*. Routledge, London.
- Ugoani, N, (2015) *Emotional intelligence and Organizational Culture Equilibrium- A Correlation Analysis*. *J A Social Sci. Humanities* 1, 1.
- Vigoda-Gadot, E. (2003) *Developments in Organizational Politics: How political dynamics affect employee performance in modern work sites*. Cheltenham: Edward Elgar.