



Faculty of Cognitive Science and Human Resources Development

**EXPLORING GREEN HUMAN RESOURCE MANAGEMENT AND
EMPLOYEE GREEN BEHAVIOUR**

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Grade:

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Masters

PhD

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EXPLORING GREEN HUMAN RESOURCE MANAGEMENT AND EMPLOYEE GREEN BEHAVIOUR

NUR NASYA NADZIRAH BINTI RAZMAN

This project is submitted in partial fulfilment of
the requirements for the degree of Bachelor of Science (Honours)
Human Resources Development

Faculty of Cognitive Science and Human Resources Development
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Projek bertajuk '*Exploring Green Human Resource Management And Employee Green Behaviour*' telah disediakan oleh **NUR NASYA NADZIRAH BINTI RAZMAN** dan telah diserahkan kepada Fakulti Sains Kognitif dan Pembangunan Manusia sebagai memenuhi syarat untuk Ijazah Sarjana Muda Sains dengan Kepujian (Pembangunan Sumber Manusia)

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ABSTRACT
**EXPLORING GREEN HUMAN RESOURCE MANAGEMENT AND EMPLOYEE
GREEN BEHAVIOUR**

NUR NASYA NADZIRAH BINTI RAZMAN

Green human resources management in the environmental management of organizations has a lack of understanding in academic circles in Malaysia and also its impact on the employees' work life. Most of the studies were conducted outside of the Malaysian context. A study that investigates the perception of GHRM in the Malaysian context is still insufficient. Thus, the aim of this study was to explore the perceptions of public sector employees toward green human resources management in Kuching, Sarawak. Based on this analysis, this research will discuss 6 green practices which are green recruitment, green performance evaluation, green training and development, green health and safety management, green reward and compensation, and lastly, green employee relations. This study was carried out by using a qualitative research design in which the interviews were conducted in semi-structured interviews for data collection from 10 informants who were in the public sector. The findings show the perceptions of public sector employees toward green human resources management are quite limited as some of the employees do not really know about GHRM. The findings of the study also highlight that the implementation of the organization's ways to enhance their employees' knowledge on GHRM are a paperless office, conservation of energy, and recycling. This study helps to provide more specific information on green human resources management or employee green behavior no matter if it is in the government or private sector.

Keywords: Green Human Resources Management, Employee Green Behaviour, Paperless Office, Conservation, Electricity, Organisasi

TABLE OF CONTENT

CHAPTER 1 : INTRODUCTION

1.1	BACKGROUND OF STUDY.....	1-3
1.2	STATEMENT OF PROBLEM.....	3-5
1.3	RESEARCH OBJECTIVES.....	6
1.3.1	GENERAL OBJECTIVES.....	6
1.3.2	SPECIFIC OBJECTIVES.....	6
1.4	RESEARCH QUESTION.....	6
1.5	SIGNIFICANCE OF THE STUDY.....	7
1.6	LIMITATIONS OF THE STUDY.....	7-8
1.7	DEFINITIONS OF TERMS.....	8-9

CHAPTER TWO : LITERATURE REVIEW

2.1	GREEN HUMAN RESOURCE MANAGEMENT (GHRM).....	10-11
2.2	EMPLOYEE GREEN BEHAVIOUR (EGB).....	12-13
2.3	GREEN HUMAN RESOURCES MANAGEMENT (GHRM) AND EMPLOYEE GREEN BEHAVIOUR (EGB).....	15-16

CHAPTER THREE : METHODOLOGY

3.1	RESEARCH DESIGN.....	17
3.2	POPULATION, SAMPLE, & SAMPLING PROCEDURE.....	17
3.3	RESEARCH INSTRUMENT.....	18
3.4	PILOT STUDY.....	18
3.5	VALIDITY & RELIABILITY.....	18-19
3.6	ETHICS OF THE STUDY.....	19
3.7	DATA COLLECTION PROCEDURE.....	19

3.8	DATA ANALYSIS PROCEDURE.....	19-20
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CHAPTER FOUR : FINDINGS AND DISCUSSION

4.1	INTRODUCTION.....	22
4.2	DEMOGRAPHIC ANALYSIS.....	22-24
4.3	MAIN FINDINGS.....	25-38
4.4	DISCUSSION.....	39-46

CHAPTER FIVE : SUMMARY, IMPLICATION AND RECOMMENDATION AND CONCLUSION

5.1	INTRODUCTION.....	47
5.2	SUMMARY OF RESEARCH.....	47-49
5.3	IMPLICATION.....	50
5.3.1	THE HR PRACTITIONER AND POLICY MAKER.....	50-51
5.3.2	THE ORGANIZATION.....	50-51
5.2	FUTURE RESEARCH.....	51
5.2	CONCLUSION.....	51-52
	REFERENCES.....	53-63
	APPENDIX.....	64-89

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CHAPTER ONE: INTRODUCTION

1.1 Background of Study

The concept of Green Human Resources Management can represent the environmental component of a sustainable development in organization (Saifulina et al., 2020). Jain and D'lima (2018) defined Green Human Resources Management as the engagement of HR practices and procedures towards the wider corporate ecological agenda of maintaining and sustaining the natural assets. Green Human Resources Management practices acting as job design and analysis, HR planning, recruiting, induction, performance assessment, performance appraisal and others are coordinate with environmental management goals (Renwick et al., 2008). Masri and Jaroon (2017) also mentioned that Green Human Resources Management involves using assorted of HRM practices to strengthen its environmental objectives along with a good labour force that is merge into environmentally aware in which also concerned about the effect of environmental sustainability. According to Bombiak and Marciniuk-Kluska (2018), Green Human Resources Management offer as a new approach based on diverse aspects such as the development of environmentally friendly working surrounding and the advancement of a green workforce (as cited in Saifulina et al., 2020).

Osman et al. (2011) stated that there are approximately 50% of the transformation in organizational performance can be influenced by the efficacy of implementing human resource practice in organizations whereby it can directly become a primary source of competitive advantage in organization. Hence, Green

Human Resources Management can affect the employees' green behaviour as it can create a great environment around the organization. Sarode et al. (2016) also analysed that GHRM provide a platform for the employees to achieve high job satisfaction and being in positive involvement, which can directly lead to a good growth productivity. Besides that, Green Human Resources Management can also cut costs whereby it can reduce carbon footprints and raise green awareness among the employees, and it also can increase the employees' productivity that can little by little promote a green work life balance in their daily lives (Nijhawan, 2014). Opatha and Arulrajah (2014) stated that Green Human Resources Management is generally involving all activities related to developing, implementing, and maintaining employees' green behaviour (EGB).

According to Norton et al. (2015), Employee Green Behaviour (EGB) as it may be defined as a workplace-specific type of pro-environmental behaviour as this kind of behaviour can be nourished from home. Dubois and Dubois (2012) stated that Employee Green Behaviour one of the several approaches adopted by organizations with the purpose to boost their environmental efficiency and also to achieve their sustainability goals. This kind of behaviour demonstrated by employees can positively impact the environment (Unsworth et al., 2013). Not to mention that Stern (2000) also explained that Employee Green Behaviour could reduce the negative impacts of human actions through an intentional behaviour of employees such as practicing 3R, conserving water, and efficient use of resources.

The general objective for this qualitative study is to explore the impact of green human resources management and employees' green behaviour in

organizations as well as to enhance the GHRM knowledge for the employees. The findings may help them to understand how to apply green human resources management knowledge in their workplace.

1.2 Statement of Problem

Our everyday live activities have a huge impact on the environment, and it also can directed to the need to go green from individuals to organizations (Yusmani Mohd-Yusoff, & Yusliza, Mohd-Yusoff., 2015). As reported by Liu (2010), the organization plays as a significant part in the concerns of environmental sustainability because it have become a part of our civilization and cannot be separate from the environment. The organization also have become the largest contributor to carbon footprint in the past. Environmental concerns have been a very serious topic of interest to the Malaysian government and also the public. (Eltayeb et al., 2011).

However, the environmental issues are not issues that can be tackled separately. It actually requires the cooperation of all parties, from the employees to the company. According to Mandip (2012), HR practitioners actually play the important role as advocates in the organization by initiating the go green concept and making the employee's involvement a must in environmental-friendly activities in that organization. In the other words, both employers and employees in these organizations can play a major role in order to protect the environment through various kind of practices (Islam et al., 2020). Langwell and Heaton (2015) also mentioned that professionals of HR need to be fully aware of environmental

issues and how these issues integrate with HR activities in order to successfully implement sustainability in the organization. Hence, Yusmani Mohd-Yusoff, & Yusliza, Mohd-Yusoff. (2015) mentioned that HR policies are driven to stimulate environmentally friendly behaviour in order to achieve environmental performance.

According to Gray et al. (1988), the scarcity of environmental resources, the diversity of emissions, waste, quality and protection, the rights of employees and the status and control of major companies have raised interest and concern. Activities of the GHRM are essential to aware the employees on environmental issues in which can give a little spark for them to perform daily activities in favour of preserving the environment free from emissions (Zaid, Jaaron, & Bon, 2018; Zhang et al., 2019). The human resources department of an organization also have the huge capability to help motivate their employees in improving the sustainability environment of their companies (Harmon et al., 2010).

Furthermore, Chen (2018) claimed that GHRM practise of an organization that foreseen by their employees could be significant effect to their green behaviour. Kim et al, (2019) mentioned that the social identity perspective has strong connection with the employees' eco-friendly behaviour in which integrated their values to eagerly pursue their organization's environmental goal. There is need of study to address how the employees' perception towards the GHRM and EGB and what kind of strategies by the organization towards their employees while working in the organization.

Opatha and Arulrajah (2014) have indicated that there are gaps needs to be filled in respect to GHRM in terms of theoretical and empirical studies that are required to strengthen the body of knowledge of GHRM. Thus, the past research about GHRM and EGB has mostly been done in quantitative research instead of qualitative research such as Green Human Resource Management: A Case Of Malaysia by Azmi et al. (2018). This study is conducted using quantitative research and its focus on training and development of employee KSA towards the implementation of GHRM. However, this study conclude that there is a gap using quantitative research whereby it has limited the size of sample in which the researcher suggested that personal interviews may help to give more insight on participants' perspective and attitudes towards GHRM. This research therefore fills the gap by following their recommendation using qualitative research through interviewing in order to have more insight about GHRM. There is a need for more studies about GHRM in order to achieve greater efficacies, can reduce the organization's expense as well as create an environment with better employee engagement (Arzaman et al., 2018).

1.3 Research Objectives

The objectives of this study will be directed into two perspectives in terms of general objective and specific objective.

1.3.1 General Objectives

The general objective for this qualitative study is to explore the impact of green human resources management and employees' green behaviour in organizations.

1.3.2 Specific Objectives

- i. To explore the perceptions of public sector employees toward green human resources management.
- ii. To study the implementation that the organization initiates in the enhancement of the employees' knowledge on green human resources management.

1.4 Research Question

After identifying the research objectives that mentioned previously, the research question is needs to be answer in this study are:

- i. What are the employees' knowledge toward the green human resources management?
- ii. What are the implementations that the organization initiates in order to enhance the employees' knowledge of green human resources management?

1.5 Significance of The Study

Through this study, it would be able to benefit the employees who have interest in pro-environmental or organizations that want to apply green HRM in their workplace environment, in order to enhance them to fully understand and aware of how beneficial green human resources management is to the organizations.

This research study with hope could provide more specific information on the green human resources management or employee green behaviour no matter if it is in the government or private sector. The results of this study are intended to contribute to a deep understanding of the issues to the readers and also society. It may help them to cope with the issues in the future. In fact, this study can also help them to increase their knowledge about green human resources management or employee green behaviour issues.

1.6 Limitations Of The Study

The first limitation of this study is the results will not represent all of the organization in Malaysia as the study only focuses on a few organizations in Kuching, Sarawak.

Secondly, although the previous studies that are from Malaysia provide specifically useful insight about green human resources management or employee green behaviour, but there has not been much research about the GHRM that are done in Malaysia. Therefore, the research was developed based on prior research

which were conducted outside Malaysia in which could not represent the Malaysian context.

Thirdly, the researcher only using the qualitative data to collect data through the semi-structured interview. But the research does acknowledge that using quantitative data such as questionnaires, really can help the researcher to overcome the limitation and also can gain more additional data from other informants. However, the researcher wants to study about the topic using qualitative data as the previous research are mostly using quantitative data.

1.7 Definitions Of Terms

Several terms used in this study were defined as follows;

a) *Green Human Resources Management (GHRM):*

According to Jackson and Seo (2010), GHRM is a series of practices that are recommended for the organizations to enforce green policies in which can contribute to environmental sustainability. In this study, the researcher refers to the term Green Human Resources Management as being part of environmentally friendly HR initiatives to contribute to better efficiencies, reducing the cost, and increased the employee engagement levels. It also refers to increasing employee awareness and the dedication to sustainability issues.

b) *Employee Green Behaviour (EGB):*

It is an altruistic behaviour towards the nature (Chou, 2014); and from a realistic point of view, routine workplace green behaviour can be combine based on both in-role and extra-role green behaviour (Ramus and Killmer, 2007). In this study,

the researcher refers to individual actions at the workplace which can make a significant contribution to green work-life environmental sustainability.

c) *Pro-environmental Behaviour (PeB):*

It can be defined as any practicable acts that aimed at preventing damage to and/or preserving the environment. (Steg and Vlek, 2009); either carried out in public such active involvement in environmental movements or in a private realm. In this study, the researcher refers to the term to the individual's actions that they do in their daily life that are comparatively better for the environment. For instance, recycling and reducing energy consumption.

d) *Organizational Citizen Behaviour Toward Environment (OCBE):*

It is a freewill behaviour and can be defined as an individual and arbitrary social activity that is not explicitly acknowledged by a specific incentive system in which can lead to more successful environmental management by organizations (Boiral, 2009). In this study, the researcher refers to the term as eco-initiatives that are environmentally sustainable category for the employees to preserve the green environment. For instance, energy-saving, recycling, and water-saving.

e) *Environmental Sustainability:*

It is four major practices that regulating the size of the human economic subsystem are restricted: the usage of renewable and non-renewable energy on the source side, and emissions and waste assimilation on the sink side. (Goodland, 1995). In this study, the researcher refers to the term as a human resource initiative to endorse the sustainable practices among the employees.

CHAPTER TWO : LITERATURE REVIEW

2.1 Green Human Resources Management (GHRM)

According to Mukherjee et al. (2020), GHRM is the process of aligning HRM policies and practices strategically towards environmental friendly policies and practices. Shah (2019) stated that GHRM can be associate in changing the familiar workforce environment to green workforce in order to accomplish green objectives and to engage in environmental sustainability. Therefore, green initiatives are the key practices of GHRM in which require employee behaviours in order to achieve organizations' green objectives (Shen et al., 2016). Thus, it also involves green actions whereby it aimed on optimizing process efficiency, cut down and removing environmental scrap and redeveloping HR goods, tools and procedures that can lead to a better result in greater production and lower expense. (Sharma et al., 2020)

Jackson and Seo (2010) also explained that GHRM is a series of practices that are recommended by the organizations to enforce the green policies in which can contribute to environmental sustainability. It requires the use of diverse HRM practices to strengthen environmental objectives in order to develop a workforce that is environmentally conscious and dedicated to the source of environmental sustainability (Masri and Jaron, 2017). According to Mathapati (2013), GHRM can be directly responsible to create a green workforce that appreciate and practise green initiative, in which helps to maintain its green objectives all throughout the HRM process of recruiting, training, developing, and advancing the firms human capital. Owino and Kwasira (2015) also mentioned that it can be referred to GHRM

practice of policies, regulations, and practices in which may considered as the benefits of green activities by different parties. In addition, GHRM also can helps to reduce each employee's carbon footprint in the organization by providing a healthy and motivated work culture (Mukherjee et al., 2020).

Kramar (2014) explained that GHRM as “human resource management activities that enhance positive environmental outcomes.” (as cited in Hameed et al., 2019). So, the employees' perception of a certain HRM practices that the organization pursuing actually can determine the effectiveness of HRM practices on employee work behaviour. (Nishii et al., 2008) So in this place, the human resource department of the organization plays a significant role for their organization’s sustainability culture by initiating the go green concept (Mandip, 2012). Furthermore, Langwell and Heaton (2015) also argued that professionals of HR need to be fully aware of environmental issues and how these issues integrate with HR activities in order to successfully implement sustainability in the organization. This is because GHRM relies on the human resource officer of the organization distinct and observable patterns of green decisions and actions (Jackson et al., 2011). A research by Dumont et al. (2016) showed that GHRM has a significant influence on employees' work-related outcomes through the impact of GHRM activities on employees' in-role and extra-role of green attitudes through a psychological green environment in which can be a mediator in a green workplace. Renwick et al. (2013) also mentioned that the GHRM practices can increase the employee green cognition through emphasizing individual values and promoting green values.

In fact, Zhang et al. (2019) highlighted that GHRM is a multidimensional concept as in Arulrajah et al. (2015) have identified several GHRM practices under 12 functions of HRM. They also claimed that GHRM activities are specific GHRM initiatives, procedures and strategies that are actually implemented in organizations to minimize negative environmental consequences or improve the positive environmental impacts of organizations.

2.2 Employee Green Behaviour (EGB)

According to Galpin and Whittington (2012), Employee Green Conduct (EGB) can be developed from pro-environmental activity in which can be seen to as the most important element in converting the strategic sustainable policy of the organization into a concrete outcomes, moreover it plays a major role in the sustainability of the organization environment. (as cited in Tian et al., 2019). Felin et al. (2015) stated that employees who implement individual green behaviour improve the organization's sustainable development. Ones and Dilchert (2012) defined that EGB as an ecologically responsible behaviour that employees implement in their organization. In addition, Andersson et al. (2013) stated that EGB is a core component in the effective sustainability of the organization's environment.

Ramus and Killmer (2007) mentioned that green behaviours in a workplace consists of compulsory (in-role) and voluntary (extra-role) behaviours in which can be helpful in value creation. Hence, Ones and Dilchert (2012) divided EGB into the following five categories based on behavioural outcomes in which are; (1) engaged sustainably, (2) sustaining resources, (3) influencing others, (4) taking initiative, and (5) preventing damage. On the other hand, Norton et al. (2015) denied that these five categories are not mutually identical, as one behaviour can fall into two categories at the same time, whereby the definitions are too ambiguous and not easy to differentiate.

Therefore, Norton et al. (2015) then divided EGB into the following two dimensions which are (1) required EGB and (2) voluntary EGB. Required EGB applies to the green behaviour employees to conduct works within the scope of the job duties that must be completed. It is very similar to the work performance that requires EGB to serve the organization's policy or mission directly or indirectly. Borman and Motowidlo (1997) defined the task as formally described and also can be identified as a part of job description. For instance, the required EGB of an ordinary employee in a manufacturing factory may include compliance with organizational rules and regulations, choice of alternatives, and processing green goods (Norton et al., 2015). In the meanwhile, the voluntary EGB applies to human green activity that satisfies the expectations of the organization. This factor is similar to the actions of organizational citizenship behaviour. For instance, the voluntary EGB of an ordinary employee in a manufacturing factory may require the use of double-sided printing, the switching off of lights when not using it, and persuading their colleagues to go green (Norton et al., 2015). Nevertheless, GHRM can have a significant influence on organizational employees, especially on their attitudes towards greening at their workplace.

Ones and Dilchert (2013) argued that EGB can be created through pro-environmental behaviour focused on the workplace and relevant to the employees in the workplace (as cited in Tian et al., 2019). Steg and Vlek (2009) defined the general definition of pro-environmental or green actions as an individual action that can minimize damage or supports the natural environment; for instance, general green behaviour. According to Bissing-Olson et al., (2013), a pro-environmental