



**FACULTY OF COGNITIVE SCIENCES AND HUMAN  
DEVELOPMENT**

**GREEN HUMAN RESOURCE MANAGEMENT PRACTICES  
IN MALAYSIAN MANUFACTURING INDUSTRY**

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**BACHELOR OF SCIENCE (HONOURS)**

**HUMAN RESOURCE DEVELOPMENT**

**2021**

**GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN MALAYSIAN  
MANUFACTURING INDUSTRY**

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This project is submitted

in partial fulfilment of the requirements for a

**BACHELOR OF SCIENCE WITH HONOURS**

**(HUMAN RESOURCE DEVELOPMENT)**

**FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT**

**UNIVERSITI MALAYSIA SARAWAK**

**(2021)**

## ABSTRACT

The purpose of this study is to identify inadequacies by examining the state of GHRM practises in Malaysian manufacturing organizations. It proposes methods to tackle the shortcomings and identify important drivers for employees to exemplify environmentally responsible conduct and practise. Further, it proposes a theoretical framework to fill the identified gaps and build a sustainable organization.

The qualitative research approach was utilized by the researcher in this study. Data were collected from the informants and further included in the analysis by the researcher. In order to collect all relevant information and data from the informants, the researcher conducted semi-structured interviews for the purpose of this study. To assist the researcher in achieving the intended goals, the researcher has conducted interviews using open-ended questions.

This study highlights status of green human resource practices such as green recruitment and selection, green training and development, and green rewards and compensation. The findings suggest that there is further scope to utilize the full potential of GHRM practices for encouraging pro-environmental behavior in the organizations. Analyses of data also reveal that top-management support and mutual learning among departments are crucial to facilitate green behaviors among employees.

This study provides a comprehensive literature review of green human resource management practices. It suggests an interdisciplinary framework for building holistic sustainable organizations by integrating learnings from green human resource management, green supply chain management, competitive advantage strategy and green corporate social responsibility. It highlights gaps in the system and provides insights to managers and policy makers on building holistic sustainable organizations.

**Keywords :** Green human resource management, Green supply chain management, Sustainable development, Green competitive advantage, Green corporate social responsibility, Green organizations, Sustainable organizational development

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Final Year Project Report

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PhD

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31 August 2021

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## **1.0 Introduction**

### **1.1 Background of Study**

A national administration statistic shows that about 23% of the GDP is contributed by the Malaysian manufacturing industry (Khan et al., 2019). On the 7<sup>th</sup> March of 2019, almost 6,000 people were reported sick due to the industrial pollution in Sungai Kim Kim, Johor. Subsequent to the incident, the societal concern in Malaysia towards ecological sustainability has shown significant increase. Organizations have started to emphasize sustainable practices and environmental efficiency to achieve competitive advantage (Klenderfer et al., 2005; Pagell and Gobeli, 2009; Porter and Van der Linde, 1995; Sroufe, 2003; Yang et al., 2010). The adoption of green practices affected the environmental, economic and intangible dimensions of performance positively (Laosirihongthong et al., 2013).

Studies on environmental and human resource management by Ahmad (2016); Bhutto (2016); Jabbour and Jabbor (2016); and Jackson et al. (2011) are some recently conducted researches. The efforts of implementing green practices are promoted to gain competitive advantage (Yang et al., 2011). HR elements that have been integrated into the environment and HR policies include green recruitment and selection, green education and development, green success monitoring, green incentive structure, green engagement and green organizational principles administration. (Fernandez et al., 2003; Madsen and Ulhoi, 2001; Masri and Jaaron, 2017). According to Abdullah et al. (2017) green development is, however, nascent in Malaysia's manufacturing sector.

Environmentally responsible attitudes of workforce can be encouraged by organizations, through the implementation of GHRM procedures. The GHRM is an inclusion of HR practices and procedures into the wider ecological strategy of the organisation for the preservation and management of natural resources. By deploying these HRM activities, such as recruiting, selection, performance assessment and curriculum alignment, it lends structure to environmental management initiatives (Renwick et al., 2008). Green HRM has the components of company HR operations to protect and conserve environmental assets (Bombiak & Marciniuk-Kluska, 2018). Masri and Jaroon (2017) also claimed that GHRM requires the use of different HRM activities to improve environmental targets and build an environmentally conscious workforce committed to environmental sustainable growth.

Opatha and Arulrajah (2014) reported that the aims and priorities of GHRM are typically included in all activities related to creating, enforcing, and sustaining employees' green behaviour (EGB). As adulated by Norton et al.(2015), EGB can be defined as a workplace-specific type of pro-environmental behaviour as it can be nurtured and extracted from home. Dubois and Dubois (2012) reported that EGB is one of the many strategies adopted by organizations to improve their environmental performance and meet sustainability targets. It is incredibly necessary for workers to behave in an inspired way because of how this sort of behavior will affect the atmosphere positively (Unsworth et al., 2013). In addition to this, Stern's research in his book "Consequences of Intentional Behavior In Organizations" also concluded that EGB could positively affect the negative impacts of human activity through the intentional behavior of employees such as practices of 3R, conserving water, and the efficient use of resources.

## **1.2 Problem Statement**

Environmental management is viewed as the result of a larger, so-called "triple bottom line" accounting agenda that incorporates social, environmental and financial elements (Elkington, 2006). The performance of an organisation in larger context rather than only profit-making is evaluated in the triple bottom line. The environmental factor strikes a balance between employee growth and the preservation of natural resources for future generations (Ramus, 2012). While it is stated that environmental sustainability is a significant goal, the organisations' approach for achieving this does not correspond. It is consequently critical to evaluate companies' effort to avoid environmental disruptions and promote long-term growth. Due to the paucity of research in this field, there are gaps and potential solutions worth highlighting (Renwick et al., 2013).

According to researchers, some individuals are frequently the source of environmental disruptions. Exploration and adjustment of causal human behaviour can thus be a critical technique for decreasing such disturbances (Ones and Dilchert, 2012). The role of human behaviour in environmental disturbances is often overlooked by many organisations, according to Davis and Challenger (2013) Many organisations do not examine internal factors such as the role of humans in environmental protection. They believe that environmental development activities extend outside their borders. Green Human Resource Management (GHRM) is a green management concept that emphasises the role of human behaviour in environmental and

sustainable development. According to Opatha and Arulrajah (2014), GHRM is a set of standard operating procedures, practises, and systems that green its employees for the benefit of individuals, communities, nature, and companies. GHRM is intended to produce a workforce that understands and supports a variety of pro-environmental human resource activities, such as hiring and selection, performance assessment, compensation and benefits, and training.

Furthermore, when strategic planning for environmental management and environmental sustainability is aligned with the organization's human resource practises, it will undoubtedly be a success (Collins and Clark, 2007). Employee availability and competency are dependent on the effectiveness of any plan execution (Jiang et al., 2012). Efficient labour and HR systems are critical for a meaningful environmental growth strategy. As GHRM links people to environmental sustainable development, it can influence the technical and managerial skills required to successfully implement environmental management systems (Daily and Huang, 2001; Renwick et al., 2013). GHRM research can suggest strategic measures to improve staff abilities and create a supportive culture to encourage environmentally friendly behaviour.

While numerous researchers emphasised the relevance of GHRM in supporting employee environmental conduct, its area is yet under-recognized (Harold, 2018). In addition, the published literatures and studies on GHRM gives primarily insights on the western culture (Renwick et al., 2013). Taking into account the importance of the Asian sustainable growth and environmental issue, exploring the same thing in the Asian context is equally significant. GHRM is an under-investigated topic in Malaysia, while the requirement of time lies with green initiatives. Therefore, exploring GHRM in Malaysia has become necessary. The aim of this study is to identify inadequacies by examining the state of GHRM practises in Malaysian manufacturing organizations. It proposes methods to tackle the shortcomings and identify important drivers for employees to exemplify environmentally responsible conduct and practise. In conclusion, the researcher has made an attempt to propose an interdisciplinary framework in order to achieve greening of organizations.

### **1.3 Research Objectives**

The objectives of this study will be focused into two viewpoints, which is the general objective and specific objectives.

#### **1.3.1 General Objective**

The general objective of this qualitative study is to study the implementation of GHRM practices in Malaysian manufacturing industry.

#### **1.3.2 Specific Objectives**

1. To explore the extent of implementation of three GHRM practices namely, green recruitment and selection; green training and development; and green compensation and rewards, in manufacturing industry; and
2. To study the key motivating factors for the employees to exhibit environmental-friendly behaviors and practices within the organization

### **1.4 Research Questions**

Following questions are set as guidelines to satisfy the objectives.

1. How is the extent of implementation of GHRM practices in the selected manufacturing industry?
2. What are the key factors, which may further motivate implementation of GHRM practices in the selected manufacturing industries?

## **1.5 Definition of Terms**

### **1.5.1 Human Resource Management**

Human resources management is characterized as a method of operation and strategies aimed at the effective management of employees at each level of an organisation (Byars & Rue, 2006).

### **1.5.2 Green**

Green in management refers to natural or environmental practices (Farid and El-Sawalhy, 2018).

### **1.5.3 Green Human Resource Management**

According to the work of Jabbour, Santos and Nagano (2010), GHRM was described as the "greening of job descriptions, recruitment, selection, training, performance evaluation and rewards." GHRM is the green focus of all human resource functions or practices of an entire organisation by reconsidering the basic principles of HRM, its goals, functions, procedures, operations and policies in an environmentally sustainable way to meet the needs of ecological sustainability (Arulrajah and Opatha, 2016).

### **1.5.4 Manufacturing Industry**

A sector of industrialization focused on the manufacture, processing or preparation of raw materials and commodities goods. This includes all food, chemicals, garments, machinery and equipment. This includes all refined metals and minerals obtained from mined ores. This includes all items made from timber, wood and pulp.

### **1.5.5 Employee Green Behaviour**

Employee green activity applies to all environmentally friendly behavior of workers at the workplace (Ones and Dilchert, 2012). According to Norton et al. (2015), EGB refers to employee actions (ordained and volunteered) at work to maintain the natural world by eliminating negativity and/or bringing positivity to the ecosystem.

## **1.6 Significance of Study**

The study is intended to benefit employees who are engaged in pro-environmental initiatives or companies who want to integrate GHRM practices into their organization. The research will provide an overview of how companies enforce GHRM practices and what key factors impact their employees' green behaviour. These aspects (green recruiting and selection, green training and development, and green compensation and rewards) will be evaluated for the purposes of this study. It also presents evidence that Malaysian manufacturers are engaged in green practices. It demonstrates a noble intention to resolve the general public's social and environmental issues by reacting to demands for needs.

The findings of this study are intended to lead to a deeper understanding of the GHRM to readers and also to society. This study will help to increase the awareness and practice of GHRM in the context of manufacturing industry in Malaysia. The study will add new insight to the at present insufficient information on implementation of GHRM by analyzing the practices of three types of GHRM practices and revealing key factors for implementing environmental actions among employees in Malaysian manufacturing industries. The study contributes to the body of information on HRM in the greening of the organisation.

## **1.7 Scope of study**

The central issue that the researcher acknowledges through the research is to study the implementation GHRM practices in the manufacturing industry of Malaysian context. The practices to be assessed include green recruitment and selection; green training and development; and green compensation and rewards. The level of execution of the GHRM practices in the business and key motivating factors for the employees to exhibit environmental friendly behaviours will researched in this study.

## **2.0 Literature review**

Degradation of the environment is a critical issue that needs immediate business response and action to establish constructive environmental management practices (Jabbour et al., 2010). Green management and environmental management programs are becoming a vital factor in organizations' success and sustainability (Daily and Huang, 2001). That is due to the heightened understanding of the potential environmental effects of organizational activities (Renwick et al., 2015). Moreover, the protection of the natural world is now branded as a corporate "megatrend" (Longoni et al., 2016). Consequently, as a part of their corporate strategy recognized as green management, organizations are establishing duties and activities related to the growth of environmental knowledge.

In order to build green management capability in organizations, scholars and practitioners argue that an organization's own employees need to read and learn about environmental management efforts (Jabbour and Santos, 2008; Renwick et al., 2013). This is because these activities are the ones that can enforce and guarantee that the organizational goals are well implemented (Du et al., 2015; Santhosh and Baral, 2015). Therefore, the introduction of HRM procedures that focus on the environmental aspects of a company's business activities is one way of achieving this initiative. The above definition is referred to as green human resource management or GHRM.

### **2.1 Green human resource management (GHRM)**

It is crucial that we first create and bring up a clear understanding of this concept regarding HRM practices in order to discuss and describe the practices incorporated into GHRM in this study. Organization's human resource processes, programs and techniques are referred to as HRM (Osman et al., 2011), which primarily includes selection and recruitment, training and development, performance evaluation, compensation and rewards in particular. Although they are inseparable, they work in an appropriate way with organizations to attract, develop and sustain human resources to shape up and make the HRM system better. (Sheopuri and Sheopuri, 2015).

GHRM is seen as a better version of HRM which emphasizes green practices, although they focus on the same practices. More specifically, GHRM focuses on the application throughout the organization of innovation towards sustainability, social concern, waste

reduction and a competitive lead (Haden et al., 2009). GHRM focuses the achievement of goals in the organisation on integrating HRM practices which support the reduction of environmental undesirable impacts and improving the positive environmental effects of organizational activities. According to Haddock-Millar et al. (2016), GHRM was depicted as a plan to and systematically align the HRM practices of an organization with their environmental objectives. Sheopuri and Sheopuri (2015) suggested, GHRM uses its HRM policies to encourage the sustainable use of resources among business organisations.

According to Sheopuri and Sheopuri (2015), GHRM denotes to the usage of workers and employee-relevant business elements to encourage sustainable environmental practices by growing employee understanding and involvement on environmental sustainability issues. Implementation of efficient, environmentally sustainable human resource (HR) practices that result in higher productivity, higher cost savings, and improved retention and involvement of employees, among others are the benefits involved. Renwick et al. (2008) had stated that some HRM activities and strategies intended for performance administration and assessment, recruiting, training and growth, compensation and reward and employee relations are influential instruments that can help align workers with the environmental policy of organisation.

Mukherjee et al. (2020) have stated GHRM as a process of harmonizing HRM policy and practical approaches to policies and practices that are environmentally friendly. GHRM was portrayed as a concept considering all of the organizational activities involved in developing, maintaining and implementing a system aimed at promoting and developing "green" employees implied Renwick et al. (2013). This explanation clarifies the alignment of human resources with the environmental changes at workplace (Renwick et al., 2008) and also reveals the practical dimensions of HRM in the aspect of the organization ( Jabbour et al., 2010). These aspects of this definition reflect how HRM can impact on HRM processes and policies at the organizational level. The practices of such employees support the organization's performance.

A table of the meanings of Green Human Resource Management (GHRM) involved in the literature is provided.

<b>Author(s)</b>	<b>Definition of GHRM</b>
Guerci and Carollo (2016)	GHRM is the relation between a set of specific HRM practices and environmental sustainability
Haddock-Millar et al. (2016)	GHRM is concerned with the systemic, planned alignment of typical human resource management practices with the organisation's environmental goals
Jabbour (2011)	The act of "greening" human resources practices in terms of the functional as well as competitive dimensions of HRM
Jabbour et al. (2010)	Incorporating "greening" aspects into the functional dimensions of human resource management practices, which consist of job description and analysis, selection and recruitment, training and development and performance appraisal and rewards
Mukherjee et al. (2020)	GHRM is the process of aligning HRM policies and practices strategically towards environmentally friendly policies and practices
Renwick et al. (2008)	Management of human resources that integrates the aspects of corporate environmental management
Renwick et al. (2013)	GHRM practices are HRM-related aspects of green management
Zoogah (2011)	GHRM is described as the use of HRM policies, philosophies and practices to promote the sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organisations

Table I – Definitions of GHRM

A number of GHRM practices have been outlined in the recent studies. In the present study, researcher will conceptualize three different GHRM practices, as discussed below:

## **2.2 Green recruitment and selection**

To better meet sustainability targets, green recruiting strategies and hiring criteria are designed to retain and hire environmentally conscious workers (Renwick et al., 2013). Portraying the recruiting process with the organization's environmental priorities guarantees that workers hold principles related to environmental protection (Jackson and Seo, 2010). In order to achieve sustainability goals, staff must be aware of the corporate environmental culture. Green staffing should involve the personality traits of the workers being recruited (Dilchert and Ones, 2011). They have also researched employee green practices with a number of best practices. Individuals' green skills are important in environmentally friendly actions (Subramanian et al., 2016).

Researchers (Mandip, 2012; Renwick et al., 2013) note that the green recruiting process reflects on how companies identify the aspirations of potential green workers during role review, job requirement, and job specification. Razab et al. (2015) also pointed out that while interviewing potential candidates, sustainable organization must emphasise on ecological questions. Ensuring the fitness of the person, company will direct workers to behave themselves in compliance with the organization's guidelines. Recruiting and hiring green workers would lead them to share green ideals, philosophies and culture with employers and result in both jobs and a wider use of green goods and services.

However, environmental-friendly and "green" organisations are likely to attract candidates. The researchers proposed that sustainable organisation, which wants to attract potential candidates, should build their image and public position as an environmental friendliness organisation (Kapil, 2015a; Guerci et al., 2016; Mani et al., 2018). The study by Brekke and Nyborg (2008) took a theoretical approach and created a model for the attraction of responsible staff by environmentally friendly organisation. They argued that people would more likely join socially responsible organisation if all the other conditions were identical. The company's environmental commitment had a positive impact on its brand image and applicants value the organisation's green strategies (Grolleau et al., 2012).

### **2.3 Green training and development**

Green recruitment and selection is integrated by organisations to attract new employees, but green training and development involves the existing employees of the organisation. Green training and development are carried out as a response to necessary changes in environmental organizational operations. Conducting environmental education and training as well as instructing eco-culture among employees is the best way to increase employee involvement in the organisation's environmental participations (Jackson et al., 2011; Renwick et al., 2013). GHRM increase employees' awareness of the environment, instill green values and empower staffs to practice green attitudes (Zoogah, 2011). It encourages the workforce to balance their behaviors with their impact on the environment. Environmental issues must be tackled, and the potential steps should be implemented to minimize their harmful impacts (Zoogah, 2011).

The organizational performance depends on the individual's ability, motivation, and opportunity to contribute, according to Theory of Ability, Motivation and Opportunities (AMO) (Appelbaum et al., 2000; Jackson et al., 2014). Green education and development will likely help employees to address environmental issues and thus allow them to be psychologically more accessible, leading to conduct that supports the organizational goals with the AMO theory's ability element. In addition, it is likely that employees will find their work more meaningful to identify and address organizational environmental challenges which will allow them to conduct better job-related green behaviours.

Green training and advancement for all categories of staff, from mechanical to safety and health, help plan strategies to encounter environmental issues at management and executive levels (Sheopuri and Sheopuri, 2015). Moreover, the vision and mission of the company should be sufficiently communicated by these activities to the environmental initiatives. Green education is increasingly practiced in many organizations. Seminars and conferences with the goal of encouraging the development of an environmentally sustainable workforce should be hosted. Training in environmental consciousness and environmental sustainability are examples that may include (Renwick et al., 2013; Jackson et al., 2014). By attending the different training programs that the company deliver, workers can capture waste data and improve their eco-literacy (Renwick et al., 2013). Implementation of recycling and waste disposal systems are also an additional effort that workers may pursue through the enlightenment from the trainings (Jackson et al., 2011).

## **2.4 Green compensation and reward**

Compensation and incentive systems are essential human resources mechanisms that pay employees for their success. Goal of the individual and the organization is tuned by this system. It encourages the employees to make additional efforts to meet the results. It means aligning the system with green actions implemented within the organization by means of a green compensation and reward system. Organizations should pay and compensate staff for sustainability activities and also make them feel the commitment to the environment (Jabbour and Jabbour, 2016). Employees should be applauded for creating an environmentally sustainable community (Liebowitz, 2010).

From an economic and financial standpoint, it can be profitable to design green incentives. Monetary (cash) benefits include gifts, rewards and promotions, while non-monetary (non-monetary) benefits can include appreciation. Organizations may grant a certain amount of monthly incentives to workers who follow stringent environmental protocols (Sheopuri and Sheopuri, 2015). Paid breaks, gift cards, preferred parking, and thanking staff for their environmental efforts are other examples of management strategies that can be used (Renwick et al., 2008).

According to Arulrajah and co-workers (2015), green appreciation benefits should be provided to various employees at different levels of management within the company. Green awards honour and thank the most dedicated workers who inspire their colleagues to carry out sustainability programs (Kapil, 2015a; Arulrajah et al., 2015). Additionally, Ahmad says that green incentives such as cash should also be used to provide workers with an incentive basis for pushing forward green ideas about their work.

### **3.0 Research Methodology**

#### **3.1 Research Design**

The qualitative research approach was utilized by the researcher in this study. A qualitative research technique has been applied in the study as qualitative approaches are particularly effective in finding the significance of events that individuals experience (Merriam, 1998). Outcomes or discoveries generated from qualitative study do not entail processes or statistical calculations (Strauss and Corbin, 1998). According to Morse et al. (1996), qualitative research enables us to understand logic, characterise and explain the society, as well as build descriptive theoretical frameworks. For this study, data were collected from the informants and further included in the analysis by the researcher.

#### **3.2 Population, Sample & Sampling Procedure**

The population, according to Banerjee and Chaudhury (2010), is an entire group that must be defined by specific statistics such as age and gender, as well as other qualities and variables such as occupation, religion, and ethnic group.

Data was gathered from three manufacturing companies. The companies operated as manufacturers of paints, foods and beverages and electronics. The manufacturing sector was chosen for two major reasons. Malaysia has a number of economic and environmental issues to address. The country's manufacturing sector is heavily involved in the use of natural resources. There is an urgent need to monitor industrial pollution in this sector. Malaysia needs to take action to improve its environment.

The researcher utilised convenience sampling to perform the analysis in this study. Convenience sampling occurs when a sampled population is willing to participate in the research based on their situation and willingness (Etikan., Musa et. Al, 2015). A total of twelve human resource professionals with more than one year of experience from three companies were questioned. At least three human resources specialists from each company were assured.

The process for data collection began with receiving an approval letter from the faculty, followed by obtaining the informants' agreement. The researcher then performed an interview with the participants. The interview duration ranged from 30 to 50 minutes. English, Malay and Tamil were the languages of communication. Interviews were recorded in situations where

the respondents granted permission. In all of the interviews, field notes were taken. Finally, the information obtained during the interview was assessed. In this study, the data analysis employed is the method of content analysis.

### **3.3 Research Instrument**

In order to collect all relevant information and data from the informants, the researcher conducted semi-structured interviews for the purpose of this study. To assist the researcher in achieving the intended goals, the researcher has conducted interviews using open-ended questions. Informants can share their opinions without being influenced by the researcher when they are asked open questions (Foddy, 1993). According to Turner (2010), this open-ended question allows participants to provide as much or as little detail as they like.

The informants were asked to response to a set of questions the researchers posed about the study during the interview meeting. The questions from the interview were set to understand the present situation of GHRM initiatives in organisations and to derive factors that influence employees green behaviours. The open-ended questions asked were as such:

- Did the organization provide any environmental training?
- In regards to the environmental initiatives, were there any feedback mechanism to collect insights and thoughts of employees?
- What kind of measures were taken by the organization to implement employee feedback?

### **3.4 Pilot Study**

Pilot studies can be utilised to "establish relevant question setting" and to improve data collection techniques and processes before the real research is conducted (Yin, 2009). However, because participants were more difficult to obtain than the researcher anticipated, a pilot study was not conducted prior to the actual research. It was understood that certain questions might be altered during actual interviews. This adaptability enabled semi-structured, qualitative techniques in data collection.

### **3.5 Validity & Reliability**

Qualitative research technique may allow us to detect a mysterious or confusing scenario (Eisner, 1991). For the qualitative researcher, validity and reliability are key elements for planning a study and analysing data.

Reliability is sometimes criticised for qualitative research. In general, the proportion to which discoveries can be duplicated relates to reliability. Denscombe (2002) noted that two key concerns for the determination of reliability in research study are the data validity and the approaches dependability.

The researcher controlled personal bias by following a comprehensive strategy of continual comparison while coding, maintaining theoretical sensitivity and reflexivity, to maximize the trust on the research results. Moreover, the researcher summarized the understanding from the responses of the informants after every interview to the consent HR representative to clear any misunderstandings. Data quality were improved and self-serving bias was controlled through that process.

### **3.6 Ethics of The Study**

Before the interview began, the participants were given an informant consent form in order to allow informants to accept to the interview session procedures. The researcher ensured that every informant was willingly participating in the research. In order to avoid incomplete and incorrect information, the researcher did not compel any informants to respond to interview questions.

The initial interview procedure involved a long explanation of the study's objective, who would have access to the participant's response, the risks and rights of the participant, and when the answers obtained would be deleted. The idea was to read the introduction in the interview to each participant verbally. However, in order to get the initial interview process started in a timely and convenient manner, the researcher often improvised this opening verbally. The initial interview protocols was sent to all twelve participants prior to the actual interview, so the researcher felt at ease to touch the key points stated in the introduction and to allow participants to clear their doubts if they had any before the interview began.