

**EXECUTIVES ECOCENTRIC PERSPECTIVE
IN FRAMING CORPORATE ENVIRONMENTALISM**

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**EXECUTIVES ECOCENTRIC PERSPECTIVE
IN FRAMING CORPORATE ENVIRONMENTALISM**

By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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ABSTRACT

Natural hazards and the vulnerability of the affected people due to their outcomes, in Iran, have prompted the notion of corporate environmentalism. Debates on environmentalism had caused the reason for corporate environment responsiveness yet to be part of a core business strategy despite extensive awareness and societal and institutional isomorphism. Due to the exploratory nature of social epistemology, this research employed the qualitative approach and multiple case studies to explore the nature of the construction of corporate environmentalism. The voices of corporate executives offered a glimpse of their commitment and the factors they consciously considered as complying with corporate environmentalism. In this research, the triangulated data collection approach comprised of document analysis, observation and ten semi-structured interviews with managers and directors of three small and medium manufacturing companies, who had experienced corporate environmentalism associated with stone mining, food production, and automotive component manufacturing. Interview transcripts were synthesized with other qualitative sources of data highlighting experienced corporate environmentalism within the three macro- themes of inner belief and foundation, adaptive dialogue, and cultivating interaction. These three emerged macro- themes later were categorized into nine micro- themes, which offered valuable insight on the executives' description and their pattern of thinking and cognitive overhead manifested in the executive's "Neuro-ruling" concerning corporate environmentalism. The results of this study highlighted the gap between the executives' pattern of thinking in considering environmental sustainability within the confronted mimetic, coercive, and normative isomorphism. These corporate executives appeared to incorporate their perceptual reinforcement (morality, ethics and community) with societal and institutional constraints. Based on the findings, it was concluded that institutional enforcement did not translate into reinforcing the belief and value system, and for these reasons, corporate environmentalism or responsiveness behaviour was generally a fragmented activity and was cut off from the organizational strategic agenda.

Keywords: thematic analysis, environmental sustainability, corporate environmentalism, small and medium enterprise, executive pattern of thinking and cognitive

ABSTRAK

Bencana alam dan kelemahan dalam menangani kesannya ke atas penduduk yang terlibat di Iran khususnya, telah menyingkap akan kepentingan konsep persekitaran korporat. Perbincangan mengenai falsafah persekitaran telah menyebabkan responsif persekitaran korporat belum menjadi sebahagian daripada strategi perniagaan teras walaupun terdapat kesedaran yang meluas dan isomorfisma masyarakat dan institusi. Disebabkan oleh ciri penerokaan dalam epistemologi sosial, kajian ini menggunakan pendekatan kualitatif dan kajian kes pelbagai untuk meneroka ciri pembangunan konsep persekitaran korporat. Suara atau pandangan eksekutif korporat telah menawarkan gambaran tentang komitmen mereka dan faktor-faktor yang mereka sedari bagi pematuhan persekitaran korporat. Dalam kajian ini, pendekatan pengumpulan data ditriangulasikan terdiri daripada analisis dokumen, pemerhatian dan sepuluh temu bual separa berstruktur digunakan di dalam kalangan pengurus dan pengarah tiga syarikat perkilangan bersaiz kecil dan sederhana yang mempunyai pengalaman persekitaran korporat seperti syarikat perlombongan batu, pengeluaran makanan dan pengeluaran komponen kereta. Transkrip temu bual telah disintesis dengan menggunakan sumber data kualitatif lain yang menonjolkan pengalaman persekitaran korporat dalam tiga tema makro iaitu asas dan kepercayaan dalaman, penyesuaian dialog dan pemupukan interaksi. Ketiga-tiga tema makro ini kemudiannya dikategorikan kepada sembilan tema mikro yang telah menawarkan pemahaman yang berharga tentang gambaran seseorang eksekutif dan corak pemikiran serta kognitifnya yang dimanifestasikan dalam 'peraturan neuro' eksekutif yang melibatkan persekitaran korporat. Dapatan kajian telah menjelaskan terdapat jurang di antara corak pemikiran eksekutif yang mempertimbangkan kelestarian persekitaran dalam isomorfisma meniru, bersifat memaksa dan normal. Eksekutif syarikat telah menggabungkan pengukuhan persepsi (moral, etika dan komuniti) dengan kekangan masyarakat dan institusi. Berdasarkan dapatan ini, dapat disimpulkan bahawa penguatkuasaan institusi tidak diterjemahkan kepada pengukuhan kepercayaan dan sistem nilai dan untuk alasan ini, persekitaran korporat atau tingkah laku responsif secara amnya adalah aktiviti serpihan dan dikeluarkan daripada agenda strategik organisasi.

Kata kunci: analisis tematik, kelestarian persekitaran, persekitaran korporat, syarikat kecil dan sederhana, corak pemikiran eksekutif dan kognitif

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I devote this work to my family

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Much concern has been raised on the impact of business on the ecosystem. Even though manufacturing industries are the engine of economic growth and social welfare in many countries, they have also been identified as the major factor in damaging the environment and health (Blanton, 2011; Henri & Journeault, 2008; Luo, 2011; Sarkis, 2001). There is no doubt that industrial developments and scientific and technological advancements have increased the level of quality of human lives, but there is also a crucial need to consider, climate change, material consumption and pollution in our environmental management strategies in light of these technological progress.

The need for environmental concern was evident from the latest round of meeting of international leaders at Rio+20 in 2012 where the UN secretary disclosed that rising carbon dioxide levels is about to choke human community. Intensive industrial development to meet the current consumption patterns has resulted in waste disposal and climate change. Similar concerns were amplified even more in the United Nation's environmental reports where Doha amendment was incorporated in the Kyoto Protocol in December 2012, which provides evidence of the adverse impact of industries on the environment and social life despite the legally binding agreement of the Kyoto Protocol signed and ratified by 191 states in December 1997 to reduce emissions of greenhouse gases¹.

¹ Reterived from United Nations Environment Program –UNEP (2013) Environment for development. <http://www.unep.org>.

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