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**ENVIRONMENTAL MANAGEMENT SYSTEM (EMS) HUMAN RESOURCE  
MANAGEMENT PRACTICES AND ENVIRONMENTAL PERFORMANCE: A  
STUDY ON MULTINATIONAL COMPANIES IN PENANG, MALAYSIA**

By

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**Thesis Submitted To  
School of Business Management,  
Universiti Utara Malaysia,  
In Partial Fulfillment of the Requirement for the Master of Human Resource  
Management**

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## ABSTRAK

Kajian ini adalah untuk mengenalpasti pengaruh empat dimensi amalan pengurusan sumber manusia berdasarkan sistem pengurusan alam sekitar terhadap prestasi alam sekitar dalam kalangan organisasi multinasional di Pulau Pinang Malaysia. Empat dimensi amalan pengurusan sumber manusia yang digunakan dalam kajian ini adalah perekrutan dan pemilihan, latihan, penilaian prestasi dan ganjaran. Tujuan kajian ini adalah untuk menguji kesan dimensi amalan pengurusan sumber manusia terhadap prestasi alam sekitar. Secara keseluruhan, sebanyak 75 syarikat multinasional telah terlibat dalam kajian ini. Analisis regresi telah digunakan untuk menguji hipotesis kajian. Keputusan kajian ini menunjukkan bahawa tiga dimensi pengurusan sumber manusia iaitu perekrutan dan pemilihan, latihan dan ganjaran tidak mempunyai pengaruh signifikan terhadap prestasi alam sekitar. Walau bagaimanapun, penilaian prestasi dikenalpasti sebagai faktor yang mempunyai pengaruh signifikan terhadap prestasi alam sekitar. Kajian ini juga memberi implikasi dari segi teoretikal dan praktikal.



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## ABSTRACT

This study examined the influence of four dimensions of environmental management system (EMS) human resource management practices which are recruitment and selection, training, performance assessment and rewards on environmental performance among the multinational companies in Penang, Malaysia. The researcher's intention is to examine the effect of environmental management system (EMS) human resource management practices on environmental performance. A total of 75 multinational companies participated in this study. Regression analysis was performed to test the research hypotheses. The results of this findings revealed that the three dimensions of EMS human resource management practices (i.e. recruitment and selection, training and rewards) did not have a significant influence on environmental performance. However, performance assessment was found to have impact environmental performance significantly. This study provided theoretical and practical implications.



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter indicates about the background of the study, the statement of problem, research questions and objectives, the significant of the study, operational definition and the definition of the key terms used in this study.

#### **1.1 Background of Study**

Today, natural environment is a challenging issue for the organizations with the rapid development of the business and technology. It was due to global and local environmental problems. Locally, people are growing concern the needs in protecting and saving the environment and business today's are looking forward toward the greener workplace. Because of the more prominent general eco-friendly concerns it does need for organizations to execute legitimately eco-friendly plans and projects (Daily & Huang, 2001). One of the systems that are currently enforcing the environmental management procedure is the Environmental Management System (EMS). The competitive advantage will be gained by adopting formal environmental strategies and programs as in Aaron and Fetzer (p. 61, 2010), Yalmaz Sidiqi, Global Director of Environmental strategy at Office Depot stated that environmental strategy is a competitive differentiator and wide range of green solutions differentiate their company and help the customers to go green.

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