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**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES,
ORGANISATIONAL ETHICAL CLIMATE AND
ORGANISATIONAL LEARNING CAPABILITY ON
CORPORATE ENVIRONMENTAL CITIZENSHIP**



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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Fulfilment of the Requirement for the Degree of Doctor of Philosophy**

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ABSTRACT

The purpose of this study was to examine the influence of ability-, motivation- and opportunity (AMO)-enhancing human resource management (HRM) practices, organisational ethical climate and organisational learning capability on corporate environmental citizenship by drawing upon the AMO and Resource Based View (RBV) theory. A quantitative approach was employed to test the relationships. Questionnaires were used to gather data from Grade 7 construction companies in Kuala Lumpur and Selangor. Of 676 Grade 7 construction companies targeted based on the systematic sampling technique, only 271 returned the questionnaires. The data were then analysed by using PLS algorithm and the bootstrapping procedure. Ability- and opportunity-enhancing HRM practices were found to influence corporate environmental citizenship and organisational ethical climate. However, motivation-enhancing HRM practices did not show any significant influence on corporate environmental citizenship and organisational ethical climate. Meanwhile, organisational ethical climate was also found not mediating AMO-enhancing HRM practices and corporate environmental citizenship. Besides that, organisational learning capability did not moderate the relationship between organisational ethical climate and corporate environmental citizenship. Based on the findings, recommendations are made to the Grade 7 construction companies. Human resource managers could organise environmental training sessions annually to help employees identify environmental problems and take appropriate actions to solve them. Additionally, limitations and suggestions for future researches are discussed. This study relied on the perceptions of the representatives of the participating construction companies and generated cognitive bias problems. Future studies may incorporate the qualitative research method to enhance the precision of the findings.

Keywords: AMO-enhancing HRM practices, organisational ethical climate, organisational learning capability, corporate environmental citizenship.

ABSTRAK

Kajian ini adalah bertujuan untuk mengkaji pengaruh amalan pengurusan sumber manusia (PSM) yang meningkatkan keupayaan, motivasi dan peluang, iklim etika organisasi, dan keupayaan pembelajaran organisasi terhadap kewarganegaraan alam sekitar korporat dengan menggunakan AMO dan Teori Pandangan Berdasarkan Sumber (RBV). Kajian ini menggunakan pendekatan kuantitatif untuk mengkaji hubungan antara pemboleh ubah-pemboleh ubah tersebut. Kaedah soal selidik pula digunakan untuk mengumpul data daripada syarikat pembinaan Gred 7 di sekitar Kuala Lumpur dan Selangor. Daripada 676 buah syarikat pembinaan Gred 7 yang disasarkan berdasarkan teknik persampelan sistematik, hanya 271 buah syarikat sahaja yang mengembalikan borang soal selidik. Data kemudiannya dianalisis dengan menggunakan *PLS algorithm* dan prosedur *bootstrapping*. Amalan PSM yang meningkatkan keupayaan dan peluang didapati mempengaruhi kewarganegaraan alam sekitar korporat dan iklim etika organisasi. Walau bagaimanapun, amalan PSM yang meningkatkan motivasi tidak menunjukkan pengaruh terhadap kewarganegaraan persekitaran korporat dan iklim etika organisasi. Selain itu, iklim etika organisasi bukan pengantara yang akan mempengaruhi hubungan antara amalan PSM yang meningkatkan AMO dan kewarganegaraan alam sekitar korporat. Manakala keupayaan pembelajaran organisasi tidak mempengaruhi hubungan antara iklim etika organisasi dan kewarganegaraan alam sekitar korporat. Berdasarkan penemuan kajian, beberapa cadangan telah dirangka untuk syarikat pembinaan Gred 7. Pengurus sumber manusia pula boleh melaksanakan sesi latihan alam sekitar pada setiap tahun untuk membantu para pekerja dalam mengenal pasti masalah alam sekitar dan mengambil tindakan sewajarnya untuk menyelesaikan masalah tersebut. Di samping itu, batasan dan cadangan penyelidikan pada masa hadapan turut dibincangkan. Kajian ini bergantung kepada persepsi wakil syarikat pembinaan yang terlibat dan menimbulkan masalah bias kognitif dalam kajian. Kajian pada masa hadapan boleh menggabungkan kaedah penyelidikan kualitatif untuk meningkatkan ketepatan dapatan kajian.

Kata kunci: Amalan HRM yang meningkatkan AMO, iklim etika organisasi, keupayaan pembelajaran organisasi, kewarganegaraan alam sekitar korporat

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LIST OF ABBREVIATIONS

AMO	Ability, motivation and opportunity
AVE	Average variance extracted
BN	Benevolence
CFA	Confirmatory factor analysis
CIDB	Construction industry development board
CR	Composite reliability
CSF	Corporate strategic focus
CVI	Content validity index
DG	Dialogue
EEO	External environmental orientation
EG	Egoism
EM	Experimentation
EMS	Environmental management system
FSF	Functional strategic focus
HRM	Human resource management
HTMT	Heterotrait-monotrait ratio
IBS	Industrialized building systems
IEO	Internal environmental orientation
IWEE	Interaction with external environment
MyCREST	Malaysia carbon reduction and sustainability tool
PC	Principled
PDM	Participative decision making

PLS-SEM	Partial least square structural equation modelling
RBV	Resource based view
RS	Risk taking
SPSS	Statistical Package Social Science
VIF	Variance inflation factor



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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Air pollution, water pollution, waste disposal, and global warming are environmental issues that concern any nation (Jabbar & Abid, 2014), and Malaysia is no exception. In Malaysia, industrialisation, agriculture, tourism, and export activities have been the focus of economic activities over the years as a result of positive economic growth (Tang & Tan, 2015). However, these activities have caused much loss of biodiversity and erosion, threatening wildlife, air pollution, water pollution and global warming which can endanger the natural environment (Anderson, Hawkins & Jones, 2016). Ostensibly, organisations have been accused of environmental pollutions because their business activities produce a lot of wastes (Hassan & Kouhy, 2015), prompting calls for the organisations to practice corporate environmental citizenship (Daddi, Testa, Frey, & Iraldo, 2016).

Corporate environmental citizenship means the extent to which organisations voluntarily involve in environmental initiatives. Corporate environmental citizenship helps organisations gain business benefits such as lower operating cost, have more efficient operations, and enhance revenue (Erwin, Wu, Khanna, Jones, & Wirkkala, 2013). For example, the use of recycled materials will reduce the operating costs and improve revenues. Moreover, corporate environmental citizenship attracts environmentally conscious customers and leads to stronger sales performance (Yu, Coulson, Zhou, Wen, & Zhao, 2011). The launching of green products and services helps the organisations to create new markets and increase their market shares. Hence,

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Appendix 1

Questionnaire



UNIVERSITI UTARA MALAYSIA

SCHOOL OF BUSINESS

Research:

Research Topic: The Influence of Human Resource Management Practices, Organizational Ethical Climate and Organizational Learning Capability on Corporate Environmental Citizenship

Dear respected respondents,

I am Tay Lee Chin, a Phd student from College of Business, Universiti Utara Malaysia (UUM) conduct a research on the influence of human resource management practices, organizational ethical climate and organizational learning capability on corporate environmental citizenship. This research is the fulfillment of completing my Doctor of Philosophy at University Utara Malaysia.

All of the information gained is crucial to assist me to complete my theses. I would appreciate if you spend 15 minutes of your time to complete this questionnaire. All information given by the respondent will be classified as **CONFIDENTIAL**. All responses given will remain confidential and will be used for academic purposes only.

Thank you for your co-operation

Section A

Please tick (√) and fill your answer

1. Respondent's job position _____
2. Years of establishments [] Less than 5 years
[] 6 to 10 years
[] 11 to 15 years
[] 16 years to 20 years
[] more than 21 years
3. Management of construction company [] Professional management group
[] Owner
4. Ownership [] Malaysian [] Foreign
5. Target market [] Domestic
[] International
[] Both
6. Amount of current construction projects _____
7. Use of subcontractor [] Yes [] No
8. Trade that use subcontractor [] Electrical works
[] Mechanical works
[] Landscaping works
[] Drainage installation works
[] Others. Specify: _____
9. Type of construction [] Building
[] Civil Engineering
[] Electrical
[] Mechanical
10. Number of local employees [] Less than 5 employees
[] 5 to 19 employees
[] 20 to 50 employees
[] More than 50 employees
11. Number of foreign employees [] Less than 5 employees
[] 5 to 19 employees
[] 20 to 50 employees
[] More than 50 employees
12. The obtain of ISO 14001 certification [] Yes [] No
13. Application for Green Building Index (GBI) [] Yes [] No
14. Did you follow Green Technology Policy (2009) [] Yes [] No
in adopting green technology for construction
buildings?

Section B

Please read the following statements, and circle (O) appropriately in the box that best explains your opinion.

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	This organization makes a concerted effort to make every employee understand the importance of environmental preservation	1	2	3	4	5
2	This organization has a clear policy statement urging environmental awareness in every area of operations.	1	2	3	4	5
3	Environmental preservation is a high-priority activity in this organization.	1	2	3	4	5
4	Preserving the environment is a central corporate value in this organization.	1	2	3	4	5
5	The financial well-being of this organization does not depend on the state of the natural environment	1	2	3	4	5
6	This organization has a responsibility to preserve the environment	1	2	3	4	5
7	Environmental preservation is vital to the organization's survival	1	2	3	4	5
8	This organization's responsibility to its customers, stockholders and employees is more important than its responsibility toward environmental preservation	1	2	3	4	5
9	This organization has integrated environmental issues into its strategic planning process	1	2	3	4	5
10	In this organization, "quality" includes reducing the environmental impacts of products and process.	1	2	3	4	5
11	This organization links environmental objectives with other corporate goals	1	2	3	4	5
12	This organization is engaged in developing products and process that minimize environmental impact	1	2	3	4	5
13	Environmental issues are always considered when new products are developed or new service offered by this organization.	1	2	3	4	5
14	This organization emphasizes the environmental aspects of its products and services in advertising	1	2	3	4	5
15	This organization's marketing strategies for products and service have been influenced by environmental concerns.	1	2	3	4	5
16	In this organization, product-market decisions are always influenced by environmental concerns.	1	2	3	4	5

Section C

Please read the following statements, and circle (O) appropriately in the box that best explains your opinion.

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	This organization develops ethical brochures and other materials to attract job applicants.	1	2	3	4	5
2	This organization attracts and selects employees who share the organization's values.	1	2	3	4	5
3	This organization hires employees who exhibit relatively high levels of moral development.	1	2	3	4	5
4	This organization has training that focus on the values of the organization	1	2	3	4	5
5	This organization has ethical leadership programmes and extensive training on ethical values of the organization					
6	This organization creates cognitive conflict to stimulate independent. Decisions in ethically ambiguous situations	1	2	3	4	5
7	This organization develops employee skill in engaging and communicating with stakeholders	1	2	3	4	5
8	This organization develops performance goals that focus not only on outcome based but also behavioral based performance evaluation.	1	2	3	4	5
9	This organization links bonuses and variable pay to ethical behavior based on social performance objectives	1	2	3	4	5
10	This organization promotes awards for good citizenship (moral behaviour).	1	2	3	4	5
11	This organization has sanctions for managers and employees who breach the organization's ethical standards	1	2	3	4	5
12	The job design of this organization encourages employees to take ethics-related decisions	1	2	3	4	5
13	This organization has employee volunteer programmes	1	2	3	4	5
14	This organization encourages employees to provide solutions when the organization faces ethical problems.	1	2	3	4	5
15	This organization involves employee representatives and unions in the design, application and review of ethical infrastructure of the organization.	1	2	3	4	5
16	This organization has career mechanism that is fair, visible to all and link to organizational ethical standards.	1	2	3	4	5
17	This organization has employee surveys to monitor the ethical climate of the organization	1	2	3	4	5
18	This organization encourages the reporting of unethical behavior and support whistle-blowing.	1	2	3	4	5

Section D

Please read the following statements, and circle (O) appropriately in the box that best explains your opinion.

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	Decisions in this organization are primarily viewed in terms of contributions to profit	1	2	3	4	5
2	Employees are concerned with the organization's interests-to the exclusion of all else	1	2	3	4	5
3	Employees are expected to do anything to further the organization's interests	1	2	3	4	5
4	Work is considered substandard only when it hurts the organization's interests	1	2	3	4	5
5	The major consideration of this organization is what is the best for employees	1	2	3	4	5
6	Employees are very concerned about what is generally best for them in the organization.	1	2	3	4	5
7	Employees in this organization view team spirit as important	1	2	3	4	5
8	The most important concern for this organization is the good of all the employees	1	2	3	4	5
9	In this organization, employees are expected to follow organizational rules and procedures.	1	2	3	4	5
10	It is very important to follow the rules and procedures in this organization.	1	2	3	4	5
11	In this organization, successful employees follow the organizational rules and procedures.	1	2	3	4	5
12	In this organization, successful employees strictly obey the organizational policies.	1	2	3	4	5

Section E

Please read the following statements, and circle (O) appropriately in the box that best explains your opinion.

		Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
1	Employees in this organization receive support and encouragement when presenting new ideas ambiguous situations	1	2	3	4	5
2	Initiative often receives a favorable response, so employees feel encouraged to generate new ideas	1	2	3	4	5
3	Employees in this organization are encouraged to take risks	1	2	3	4	5
4	Employees in this organization often venture into unknown territory	1	2	3	4	5
5	It is part of the work of all staff to collect, bring back, and report information about what is going on outside the organization	1	2	3	4	5
6	There are systems and procedures for receiving, collating and sharing information from outside the organization	1	2	3	4	5
7	Employees in this organization are encouraged to interact with the environment: competitors, customers, technological institutes, universities, suppliers, etc.	1	2	3	4	5
8	Employees in this organization are encouraged to communicate to each other	1	2	3	4	5
9	In this organization, there is a free and open communication within work group	1	2	3	4	5
10	In this organization, managers facilitate communication	1	2	3	4	5
11	Cross-functional teamwork is a common practice in this organization	1	2	3	4	5
12	In this organization, managers frequently involve employees in important decisions	1	2	3	4	5
13	In this organization, policies are significantly influenced by the view of employees	1	2	3	4	5
14	In this organization, employees feel involved in the organization decisions	1	2	3	4	5

THANK YOU FOR YOUR COOPERATION

Appendix 2

Mahalanobis Distance Result

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	28.9126	71.1079	55.8566	11.16920	251
Std. Predicted Value	-2.412	1.365	.000	1.000	251
Standard Error of Predicted Value	.354	1.705	.652	.235	251
Adjusted Predicted Value	29.1358	71.1216	55.8548	11.16025	251
Residual	-22.22205	19.81975	.00000	5.45786	251
Std. Residual	-4.047	3.610	.000	.994	251
Stud. Residual	-4.071	3.674	.000	1.004	251
Deleted Residual	-22.48920	20.53675	.00178	5.56386	251
Stud. Deleted Residual	-4.207	3.771	.000	1.012	251
Mahal. Distance	.040	20.515	2.988	3.301	251
Cook's Distance	.000	.122	.005	.013	251
Centered Leverage Value	.000	.092	.012	.013	251

a. Dependent Variable: TCEC