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**GREEN HUMAN RESOURCE MANAGEMENT, ENVIRONMENTAL
MANAGEMENT PRACTICES AND PERCEIVED ORGANIZATIONAL
SUPPORT INFLUENCE ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR
ENVIRONMENT**



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Management**



**Pusat Pengajian Pengurusan
Perniagaan**

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Universiti Utara Malaysia

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ABSTRACT

Currently, environmental issues such as ozone depletion, climate changes, illegal logging, loss of species in a given habitat and destruction of ecosystem is one of the major problems that occur all around the world, including Malaysia. Thus, the environmental community stakeholders assume organization to make positive progress on environmental behavior and establish sensible levels of environmental responsibility. Organizational Citizenship Behavior for the Environment either voluntarily or involuntary action, are highly believe to be an important component in corporate greening. It is expected green human resource management, environmental management practices and perceived organizational support are influencing the level of Organizational Citizenship Behavior for the Environment among the construction employees in Malaysia. This study wants to determine whether green human resource management, environmental management practices and perceived organizational support influence organizational citizenship behavior by examining the relationship between the variables. Data was obtained from 117 construction employees in Sungai Petani, Kedah. The result were analyzed with Statistical Package for the Social Sciences (SPSS) version 24 indicate positive correlation of organizational citizenship behavior for environment with green human resource management, environmental management practices and perceived organizational support. However, none of the factors influence organizational citizenship behavior for environment among the employees. It is probably because there are lack of implementation and execution of environmental friendly practices, and there is less awareness among the employees of the importance on environmental protection. It is recommended that the stakeholders (employees, management, organization, industry and government) to revisit the current policy and execute the rules and regulation more strictly to all industry and all levels employee. This would create a high level of pro-environmental behavior at the workplace.

Keywords: organizational citizenship behavior environmental, green human resource management, environmental management practices, perceived organizational support

ABSTRAK

Pada masa kini, isu-isu seperti penipisan lapisan ozon, perubahan cuaca yang mendadak, pembalakan haram, kepupusan spesies terancam di sesuatu habitat dan kemusnahan ekosistem merupakan antara masalah yang wujud di dunia, termasuk Malaysia. Organisasi perlu memupuk sikap bertanggungjawab terhadap alam sekitar oleh pihak berkepentingan. Tingkahlaku kewarganegaraan organisasi (*organizational citizenship behavior*) terhadap persekitaran sama ada secara sukarela atau tidak dianggap akan menjadi salah satu komponen penting dalam mewujudkan organisasi yang mementingkan alam sekitar. Pengurusan sumber manusia yang mesra alam (*green human resource management*), amalan pengurusan persekitaran (*environmental management practices*) dan sokongan organisasi (*perceived organizational support*) dianggap akan menjadi faktor untuk mempengaruhi tahap tingkahlaku kewarganegaraan organisasi terhadap persekitaran dalam diri pekerja syarikat pembinaan di Malaysia. Kajian ini dijalankan untuk menentukan sama ada pengurusan sumber manusia yang mesra alam, amalan pengurusan persekitaran dan sokongan organisasi akan mempengaruhi tingkahlaku kewarganegaraan terhadap persekitaran dengan mengkaji hubungan di antara pembolehubah tersebut. Data kajian ini diperolehi daripada 117 pekerja syarikat pembinaan di Sungai Petani, Kedah. Keputusan kajian dianalisa menggunakan *Statistical Package for the Social Sciences* (SPSS) versi 24 menunjukkan wujud hubungan positif di antara tingkahlaku kewarganegaraan terhadap persekitaran, pengurusan sumber manusia yang mesra alam, amalan pengurusan persekitaran dan sokongan organisasi. Namun demikian, tiada pembolehubah tersebut yang mempengaruhi tingkahlaku kewarganegaraan terhadap persekitaran. Berkemungkinan kerana tidak banyak aktiviti amalan mesra alam dilaksanakan di organisasi dan kesedaran dalam kalangan pekerja mengenai kepentingan memelihara alam sekitar adalah rendah. Pihak berkepentingan seperti pekerja, pengurusan, organisasi, industri pembinaan dan kerajaan disyorkan untuk menyemak semula dasar sedia ada dan menjalankan peraturan-peraturan yang lebih ketat terhadap industri dan pekerja. Diharap sikap mementingkan alam sekitar di tempat kerja dapat dipupuk dalam diri para pekerja.

Kata kunci: tingkahlaku kewarganegaraan terhadap persekitaran, pengurusan sumber manusia yang mesra alam, amalan pengurusan persekitaran, sokongan organisasi

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ABBREVIATION

Organizational Citizenship Behavior for Environment	OCBE
Green Human Resource	GRHM
Environmental Management Practices	EMPs
Perceived Organizational Support	POS
Construction Industry Development Board	CIDB
Malaysian Carbon Reduction and Environmental Sustainability Tool	MYCREST
Grade 7	G7



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CHAPTER 1

INTRODUCTION

1.1 Background of Study

Nowadays, environmental issues such as ozone depletion, climate changes, illegal logging, loss of species in a given habitat and destruction of ecosystem (Safari *et.al*, 2018) is one of the major problems all over the world (Afroz *et.al*, 2014), including Malaysia. Two thirds of people inhale a high levels polluted air (World Health Organization, 2018). World Health Organization also roughly calculated that 7 million people will die due to inhaling polluted air. Even though manufacturing, agriculture, tourism, and export activities have been the main reason of economic growth, (Tang & Tan, 2015) it also caused Malaysia to fall towards the deterioration of the environment led by the environmental issues that cause by nature being destroyed by urbanization and the desire of wanting better quality of life (Mei *et. al*, 2016).

In accordance with the world concern of environmental issues, the environmental community stakeholders assume organization to make positive progress on environmental behavior and establish sensible levels of environmental responsibility (Hassan & Kouhy, 2015). According to Smith, Organ & Near (1983), organizational citizenship behavior is important because the work flow in the organization will be smooth. Basically, organizational citizenship behavior (OCB) is a voluntarily and not

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Appendix 1A

Questionnaire



UNIVERSITI UTARA MALAYSIA

Dear respected respondents,

I am Dayang Almahera binti Ishak, a Master student from College of Business, Universiti Utara Malaysia (UUM). I am conducting a research on 'How Green Human Resource Management Practices, Perceived Organizational Support and Environmental Management Practices influence Organizational Citizenship Behavior Environmental.' This research is the fulfillment of Master in Human Resource Program.

All of the information gained is crucial to assist me to complete my theses. I would appreciate if you could spare 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 cooperation.

Dayang Almahera binti Ishak,
Master in Human Resource Management
School of Business Management

Section A

Please tick (✓) the best answer that fit you.

<p>Gender</p> <p>Female <input type="checkbox"/></p> <p>Male <input type="checkbox"/></p>	<p>Position</p> <p>Non-managerial <input type="checkbox"/></p> <p>Supervisor <input type="checkbox"/></p> <p>Middle Manager <input type="checkbox"/></p> <p>Tempoh Bekerja <input type="checkbox"/></p>
<p>Age</p> <p>18-29 years <input type="checkbox"/></p> <p>30-39 years <input type="checkbox"/></p> <p>40-49 years <input type="checkbox"/></p> <p>50 years and older <input type="checkbox"/></p>	<p>Tenure</p> <p>Less than 1 year <input type="checkbox"/></p> <p>1-5 years <input type="checkbox"/></p> <p>6-10 years <input type="checkbox"/></p> <p>10 years <input type="checkbox"/></p>
<p>Education</p> <p>Completed Primary School <input type="checkbox"/></p> <p>Completed Secondary School <input type="checkbox"/></p> <p>Diploma <input type="checkbox"/></p> <p>Bachelor's Degree <input type="checkbox"/></p> <p>Postgraduate qualification <input type="checkbox"/></p>	<p>Salary</p> <p>RM 1000-RM 1499 <input type="checkbox"/></p> <p>RM 1500-RM 1999 <input type="checkbox"/></p> <p>RM 2000-RM 2499 <input type="checkbox"/></p> <p>RM 2500-RM 2999 <input type="checkbox"/></p> <p>RM 3000-RM 3499 <input type="checkbox"/></p> <p>RM 3500-RM 3999 <input type="checkbox"/></p> <p>RM 4000-RM 4499 <input type="checkbox"/></p> <p>RM 4500 dan ke atas <input type="checkbox"/></p>

Section B

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

	Strongly Disagree	1	2	3	4	5	Strongly Agree
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

Section C

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

		Strongly Disagree	—————>				Strongly Agree
1	My company sets green goals for its employees.	1	2	3	4	5	
2	My company provides employees with green training to promote green values.	1	2	3	4	5	
3	My company provides employees with green training to develop employees' knowledge and skills required for green management.	1	2	3	4	5	
4	My company considers employees' workplace green behavior in performance appraisals.	1	2	3	4	5	
5	My company relates employees' workplace green behaviors to rewards and compensation.	1	2	3	4	5	
6	My company considers employees' workplace green behaviors in promotion.	1	2	3	4	5	

Section D

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

		Strongly Disagree	—————>				Strongly Agree
1	My company publishes an environmental policy.	1	2	3	4	5	
2	My company determines specific targets for environmental performance.	1	2	3	4	5	
3	My company publishes an annual environmental report.	1	2	3	4	5	
4	My company uses an environmental management system.	1	2	3	4	5	
5	My company determines environmental criteria for purchasing decisions.	1	2	3	4	5	
6	My company making employees more responsible for the environmental.	1	2	3	4	5	

Section E

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

		Strongly Disagree	→				Strongly Agree
1	My employer strongly considers my goals and values.	1	2	3	4	5	
2	Help is available from my organization when I have a problem.	1	2	3	4	5	
3	My employer really cares about my well-being.	1	2	3	4	5	
4	My employer would forgive an honest mistake on my part.	1	2	3	4	5	
5	My employer is willing to help me when I need a special favor.	1	2	3	4	5	
6	If given the opportunity, the organization would take advantage of me.	1	2	3	4	5	
7	My employer shows very little concern for me.	1	2	3	4	5	
8	My employer cares about my opinions.	1	2	3	4	5	

Thank you for your support and cooperation.

Appendix 1B

Borang Soal Selidik



UNIVERSITI UTARA MALAYSIA

Ke hadapan Tuan / Puan,

Saya adalah penuntut Ijazah Sarjana dari Kolej Pengurusan Perniagaan, Universiti Utara Malaysia (UUM). Saya sedang menjalankan kajian tentang 'Amalan Pengurusan Sumber Manusia yang Mempengaruhi Perlakuan Pekerja terhadap Alam Sekitar'. Kajian ini adalah syarat bagi pengijazahan Sarjana Pengurusan Sumber Manusia.

Semua maklumat yang diberikan dalam kajian ini penting dalam membantu saya melengkapkan kerja kursus saya. Saya sangat menghargai jika pihak Tuan/Puan dapat meluangkan masa selama 15 minit untuk menjawab borang soal selidik ini. Semua maklumat yang diberikan oleh pihak Tuan / Puan adalah SULIT dan hanya akan digunakan bagi tujuan akademik sahaja.

Terima kasih atas bantuan dan kerjasama yang diberikan.

Dayang Almahera binti Ishak,

Pelajar Sarjana Pengurusan Sumber Manusia,

Pusat Pengajian Pengurusan UUM.

Bahagian A

Sila tandakan (✓) untuk jawapan yang paling tepat mengenai diri anda.

Jantina Perempuan <input type="checkbox"/> Lelaki <input type="checkbox"/>	Jawatan Bukan pengurusan <input type="checkbox"/> Penyelia <input type="checkbox"/> Pengurus <input type="checkbox"/> Pengurus atasan <input type="checkbox"/>
Umur 18-29 tahun <input type="checkbox"/> 30-39 tahun <input type="checkbox"/> 40-49 tahun <input type="checkbox"/> 50 tahun ke atas <input type="checkbox"/>	Tempoh Bekerja Kurang 1 tahun <input type="checkbox"/> 1-5 tahun <input type="checkbox"/> 6-10 tahun <input type="checkbox"/> 10 tahun ke atas <input type="checkbox"/>
Pendidikan Sekolah rendah <input type="checkbox"/> Sekolah menengah <input type="checkbox"/> Diploma <input type="checkbox"/> Ijazah <input type="checkbox"/> Pasca siswazah <input type="checkbox"/>	Gaji RM 1000-RM 1499 <input type="checkbox"/> RM 1500-RM 1999 <input type="checkbox"/> RM 2000-RM 2499 <input type="checkbox"/> RM 2500-RM 2999 <input type="checkbox"/> RM 3000-RM 3499 <input type="checkbox"/> RM 3500-RM 3999 <input type="checkbox"/> RM 4000-RM 4499 <input type="checkbox"/> RM 4500 dan ke atas <input type="checkbox"/>

Bahagian B

Sila baca penerangan di bawah dan bulatkan (O) jawapan yang paling tepat mengenai diri anda.

	Sangat Tidak Setuju	1	2	3	4	5	Sangat Setuju
1		1	2	3	4	5	
2		1	2	3	4	5	
3		1	2	3	4	5	
4		1	2	3	4	5	
5		1	2	3	4	5	
6		1	2	3	4	5	
7		1	2	3	4	5	
8		1	2	3	4	5	
9		1	2	3	4	5	
10		1	2	3	4	5	

Bahagian C

Sila baca penerangan di bawah dan bulatkan (O) jawapan yang paling tepat mengenai diri anda.

	Sangat Tidak Setuju	1	2	3	4	5	Sangat Setuju
1	Syarikat menetapkan matlamat mesra alam untuk pekerja.	1	2	3	4	5	
2	Syarikat memberi latihan mesra alam bagi memupuk nilai kepada alam sekitar.	1	2	3	4	5	
3	Syarikat memberi latihan kepada pekerja tentang mesra alam bagi meningkatkan pengetahuan dan kemahiran pekerja dalam menguruskan alam sekitar.	1	2	3	4	5	
4	Syarikat membuat penilaian prestasi berdasarkan amalan baik pekerja terhadap persekitaran di tempat kerja.	1	2	3	4	5	
5	Syarikat mengambil kira tingkah laku pekerja terhadap amalan persekitaran di tempat kerja dalam memberi ganjaran.	1	2	3	4	5	
6	Dalam menentukan kenaikan pangkat, syarikat mengambil kira tingkah laku terhadap alam sekitar di tempat kerja.	1	2	3	4	5	

Bahagian E

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

Sila baca penerangan di bawah dan bulatkan (O) jawapan yang paling tepat mengenai diri anda.

	Sangat Tidak Setuju	1	2	3	4	5	Sangat Setuju
1 Majikan memberi pertimbangan yang tinggi terhadap nilai dan matlamat kerja saya.		1	2	3	4	5	
2 Organisasi sentiasa memberi bantuan jika saya mempunyai masalah.		1	2	3	4	5	
3 Majikan amat mengambil berat tentang kesejahteraan hidup saya.		1	2	3	4	5	
4 Majikan bersedia memaafkan kesilapan yang tidak disengajakan oleh saya.		1	2	3	4	5	
5 Majikan saya bersedia untuk membantu sekiranya saya memerlukan sebarang bantuan.		1	2	3	4	5	
6 Jika diberi peluang, organisasi akan mengambil kesempatan keatas saya.		1	2	3	4	5	
7 Majikan saya kurang mengambil berat terhadap diri saya.		1	2	3	4	5	
8 Majikan mengambil kira pendapat yang saya berikan.		1	2	3	4	5	

Terima kasih atas sokongan dan kerjasama pihak Tuan / Puan dalam menjawab soal selidik ini.

Appendix 2

Mahalanobis Distance Result

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.29	4.95	4.64	.167	118
Std. Predicted Value	-2.104	1.844	.000	1.000	118
Standard Error of Predicted Value	.036	.126	.067	.020	118
Adjusted Predicted Value	4.29	4.95	4.65	.166	118
Residual	-.861	.679	.000	.375	118
Std. Residual	-2.268	1.787	.000	.987	118
Stud. Residual	-2.298	1.830	.000	1.002	118
Deleted Residual	-.884	.711	.000	.387	118
Stud. Deleted Residual	-2.342	1.849	-.002	1.007	118
Mahal. Distance	.069	11.881	2.975	2.442	118
Cook's Distance	.000	.052	.008	.010	118
Centered Leverage Value	.001	.102	.025	.021	118

a. Dependent Variable: OCBE

Appendix 3

Skewness and Kurtosis Result

Statistics

		OCBE	GHRM	EMP	POS
N	Valid	117	117	117	117
	Missing	0	0	0	0
Mean		4.6419	4.0285	4.0014	4.0278
Median		4.8000	4.0000	4.0000	4.0000
Std. Deviation		.41089	.69456	.68316	.55663
Skewness		-.591	-.040	-.196	-.111
Std. Error of Skewness		.224	.224	.224	.224
Kurtosis		-1.292	-1.146	-1.210	-.344
Std. Error of Kurtosis		.444	.444	.444	.444