GROUP 29

IMPACT OF GREEN HUMAN RESOURCE MANAGEMENTON SUSTAINABLE PERFORMANCE IN GOVERNMENT CITY COUNCIL DEPARTMENT IN PENINSULAR MALAYSIA

BY

PAVITRA CHANDRAN
SANGEETHA VENGADESHWARAN
WONG KENG YAM
YONG JIA CHEE

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Page **ii**

DECLARATION

We hereby declare that:

1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

3) Equal contribution has been made by each group member in completing the research project.

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Name of Student:	Student ID:	Signature:
1. Pavitra Chandran	15ABB07715	
2. Sangeetha Vengadeshwaran	15ABB08102	
3. Wong Keng Yam	14ABB03100	
4. Yong Jia Chee	15ABB08190	

Date:

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TABLE OF CONTENTS

Page

LIST OF TABLES

LIST OF FIGURES

LISTOFABBREVIATIONS

ECP   Economic Performance

ENP   Environmental Performance

EP   Employee performance

GEEP   Green Employee Empowerment and Participation

GHRM   Green Human Resource Management

GRC   Green Reward and Compensation

GRS   Green Recruitment and Selection

GTD   Green Training and Development

GMOC   Green Management of Organization Culture

GPMA   Green Performance Management and Appraisal

HR   Human Resource

HTMT   Heterotrait-Monotrait Ratio of Correlations

HRM   Human Resource Management

MoHR   Ministry of Human Resource

NRBV   Natural Resource Based Review

PLS   Partial Least Square (PLS)

RMSTHETA   Root Mean Square Error Correlation

SP   Social Performance

SP   Sustainability Performance

SPSS   Statistical Package for the Social Sciences

WUF   World Urban Forum

LIST OF APPENDICES

ABSTRAK

Pengurusan Sumber Manusia Hijau ialah penggunaan dasar HRM dan cara untuk menggalakkan penggunaan sumber dalam organisasi perniagaan untuk membuat mesra alam dan menggalakkan amalan kemampanan ekonomi alam sekitar untuk memastikan persekitaran yang lebih sihat dengan meningkatkan kesedaran pekerja dan komitmen kepada isu-isu kemampanan. Tujuan kajian ini adalah untuk membantu organisasi dan pengurus HR di Majlis Bandaraya Kerajaan di Semenanjung Malaysia untuk mematuhi kepentingan mengamalkan HRM Hijau dan untuk memahami bagaimana amalan ini dapat memberi kesan ke atas prestasi pekerja mereka. Dengan menjalankan kajian ini, ia membolehkan pengurus HR untuk mendapatkan gambaran yang lebih mengenai amalan GHRM di kalangan warga kerja Majlis Bandaraya Kerajaan dengan mengenal pasti setiap isu. Penyiasatan ini adalah untuk menganalisis bagaimana setiap pemboleh ubah dapat mempengaruhi prestasi pekerja dari segi budaya hijau pengurusan, latihan dan pembangunan hijau, pengambilan hijau dan pemilihan, sistem ganjaran hijau, hijau memperkasakan pekerja dan penyertaan, dan pengurusan prestasi hijau dan penilaian. Dari kajian ini, ia membolehkan untuk melihat korelasi setiap isu dalam prestasi pekerja impactions. Satu analisis data kuantitatif telah dilaksanakan dengan mana populasi sasaran adalah memberi tumpuan kepada pekerja yang bekerja di Majlis Bandaraya Kerajaan di Semenanjung Malaysia. Walau bagaimanapun, jumlah sebenar penduduk sasaran untuk majlis bandar kerajaan tidak diketahui, persampelan rawak berstrata telah digunakan. Terdapat 106 sampel telah dikumpulkan daripada penduduk sasaran dan ia adalah cukup baik untuk menguji model kajian kerana perisian G.Power yang dikira 103 saiz sampel sementara berdasarkan Bougie & Sekaran (2016) saiz sampel adalah 311. Smart PLS versi 3.2. 6 digunakan untuk menguji tujuh hipotesis. Sepanjang kajian ini, kami mendapati bahawa hijau memperkasakan pekerja dan penyertaan dan latihan hijau dan pembangunan menjejaskan prestasi mampan di Majlis Bandaraya Kerajaan di Semenanjung Malaysia. Implikasi Manger, kajian penyelidikan masa depan dan batasan kajian ini telah dibincangkan secara terperinci.

ABSTRACT

Green human resource management is the use of HRM policies such a way to promote sustainable use of resources in business organizations to make eco-friendly and promote environmental economical sustainability practices to keep healthier environment by increasing employee awareness and commitments on the issues of sustainability. The purpose of this research is to help organization and the HR managers in Government City Council in Peninsular Malaysia to adhere the importance of practicing Green HRM and to understand how the practice able to impact on their employee's performance. By conducting this research, it allows HR manager to gain more insight regarding the GHRM practice among the Government City Council employees by identifying each issues. This investigation is to analyze how each variable able to influence the employee's performance in term of green management culture, green training and development, green recruitment and selection, green reward systems, green employee empowerment and participation, and green performance management and appraisal. From this research, it allows to see the correlation of each issue in impactions employee performance. A quantitative data analysis was executed with where the target population were focus on the employees working in Government City Council in Peninsular Malaysia. However, the exact amount of the target population for government city council is unknown, stratified random sampling was used. There were 106 samples was collected from the target population and it is good enough to test the research model because the G.Power software calculated 103 sample size meanwhile based on Bougie & Sekaran (2016) the sample size was 311. Smart PLS version 3.2.6 was used to test 7 hypotheses. Throughout this study, we have found that green employee empowerment and participation and green training and development affected the sustainable performance in Government City Council in Peninsular Malaysia. Manger implication, future research study and the limitations of the study was discussed in detetail

CHAPTER: INTRODUCTION

1.1 Background of The Study

Green Human Resource is a typical HR operation, most or all activities and effort keep in mind sustainability and Earth-friendly practices. Thus, Green practices in Human Resource can take a wide range of forms and shape. Not only from communications methods to employee selection, there are also many ways that can be taken place by green effect. It involves green management of organizations culture, green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation as well as green employee empowerment and participation (Renwick, Redman & Maguire, 2008).

Green Human Resource Management (Green HRM) is a contemporary management construct and it is to designed and developed due to its potentiality to affect employee green behaviours (Stinson, 2015). According to Indranil Bose and Viswas Gupta (2017), the green HRM concept existed in the background of green business practices. Although, there is no specific source can be found on the introduction of green HRM concept, different scholars had associated the evolution of the concept as the embedded practices of sustainable management and Green Human Resource Management (GHRM) became growingly popular since 1990s. Without looking the size of company, businesses are implementing environmentally friendly practices daily (Say, Amran, Goh, Nejati, 2017).

Green Human Resource Management (GHRM) practices are the primary factor in driving the green workforce that not only understand, yet also value and apply the environmental measures throughout the HRM processes (Say, Amran, Goh, Nejati, 2017). The researchers claimed that business organisations are now advocating "green" and sustainability concerns into their business strategies and operation. Order than the economic consideration, businesses are looking for ideas to improve their social well-being and reduce their carbon footprints. Businesses should concentrate on addressing the environmental and social issues

with financial and economic attainment for their stakeholders in order to be a reputable and successful organisation.

A research was conducted and determined that Green HRM positively moderates the relationship between financial performance and proactive environmental management (O'Donohue & Torugsa, 2015). Compared to the low level of Green HRM, the high level of Green HRM would have greater financial benefits of proactive environmental management. Green HRM helps small firms to solve the potential cost burden that they may face from social demands and rising governmental for environmental sustainability. This was further confirmed by O'Donohue and Torugsa (2015) in their research and investigation.

Besides that, another research done by Yong, Woo, Hyung and Phetvaroon (2019), had claimed that Green Human Resource Management was successfully applied in hotel management sector. Green HRM increase employee's organizational commitments, their eco-friendly behavior and also hotel's environmental performance (Yong, Woo, Hyung, & Phetvaroon, 2019). The study recommends that hotel top management and HR managers should set up green human resource management policies.

Green HRM has been conceived to affect employee workplace green behaviour. This research had done by Dumont, Shen and Deng (2017), empirically tested this link. Results indicated that Green HRM both directly and indirectly affected in-role green behaviour, but only indirectly influenced extra-role green behaviour, through the mediation of psychological green climate. Individual green values moderated the effect of psychological green climate on extra-role green behaviour; however, it did not direct the impact of either psychological green climate or Green HRM on in-role green behaviour (Dumont, Shen & Deng, 2017). These findings show that green HRM affecting both employee in-role and extra-role workplace green behaviour. Nevertheless, this exists through different psychological and social processes.

In 2019, Michael Heiner, a corporate director of human resources had recently joined Green Lawn Fertilizing. Michael had applied the Green Human Resource Management by overseeing employee benefits, risk, payroll, employee relations, risk management and also all talent acquisition & development for Green Lawn Fertilizing and Green Pest Solutions. President Matt Jesson of Green Lawn Fertilizing, said that they are lucky to have a leader of specializing in Green Human Resource Management like Michael Heiner and help them to be

the leader in the lawn and pest industry by providing a superior customer experience (Miller, 2019).

In the other hand, a study by the Asian Institute of Finance indicated that most HR mangers do not think that their organizations are ready for Green HRM even though Green Human Resource Management has brought many positive impacts to business world. According to Enterprise Innovation (2019), there are 90% of 542 respondents perceived that Green HRM is important with green talent management and green performance management being viewed as most important. Nevertheless, there are only 26% of HR managers feel that they are most ready to implement Green training and development as well as Green Employee Engagement. This finding also reflects the low uptake rate of green practices and thought in Malaysia, which is only ranked at 65 out of 80 different countries in the 2016 Global Green Economy Index. It is very obvious that there is a significant gap between local and global green practices

1.2   Problem Statement

The nature environment is an essential treasure that given by our mother earth. However, due to the negligence of the citizen of the earth, pollution, disease was easily to be seen. The earth is sending signal that it has been sick such as climate change. Climate change happening and the major factor is human activities that cause environment experience deterioration. For example, human create a lot of automobile, electronic and industrial equipment to generate a better lifestyle by destroying the nature of beauty in the name of high technology. Hence, preserve our environment, the awareness of sustainability development is greatly important to maintain the environmental sustainability. (Pandey, Viswanathan, & Kamboj, 2017).

Furthermore, they agree with principle of sustainable development is to triumph over the growing issue over the terrible impact of human activity toward the surroundings (Abas & Wee, 2014) Progressive degradation of the natural environment due to human exploitation brought about the necessary to introduce the concept of sustainable development (Bombiak & Kluska, 2018). Sustainable development is a concept related to the global challenges related to

human activity in both developed and developing countries Malaysia had been experience haze emergency since 2005, and it announced the Air Pollution Index (API) of Malaysia is dangerous and unhealthy.

After 2013, it displays the greater AP1 in month of June because of transboundary pollution where woodland fires have been happening in Sumatra. Due to this problem many educational institutions forced to stop operates shortly within some regions such as Kuala Lumpur, Selangor, Sarawak and Melaka. Motor vehicle give impact to emission of air pollutant.Based on the statement of Ministry of technology and Water (KeTTHA) stated in 2011 , there are maintain growing numbers of motors that take place in year 2009, it show extra than 1 million devices of latest car was registered, and estimate 20 million registered cars on the street. The growing quantity of vehicle contributes to excessive quantity of pollutant because of petrol combustion. Referring to Afroz et al. (2003), the major air pollution in Malaysia came from motor vehicle estimate contributing oat least 70 percent to 75 percent in the total of air pollution (Aghamohammad & Isahak, 2017)

Since few decades ago, dengue problem had been widespread and become more serious. However, it seems like continue spreading in today world. There are many factors that cause dengue. The major reason is climate change. Climate change is due to the changing of natural process and man-kind activity. In 2007, according to the Fourth Assessment Report released by the Intergovernmental Panel on Climate Change (IPCC) said that the new evidence is prove that climate change is attribute by human activities in the past 50-year observation. For example, the fast movement of economic activity and combustion of fossil fuel since many year ago until now are unintendedly give the negatively side impact to the environment. The effect of climate change is rise in temperature and lead the sea level increase, the rapid growth of various organism such as mosquitoes and it probably will carry diseases (Wu et al .2016).

According to Rose Nani Mudin, the head of Vector Borne Disease Sector, Ministry of Health Malaysia state that there is some major factor available which is the human act as host, the condition of surrounding environment, and the behaviour of vector. Hence, it needs to handle carefully as it was difference in distinct diseases. There will be a challenging task in control against the control of mosquito-borne viral infection. In addition, the process of urbanization, population growth which rapidly grow had make a challenging task more difficult (Mudin, n.d.). However, Environmental Health department also carry out some public action

and investigation. They investigate on impact of nuisance which created by vectors such as mosquitoes and apply the specific prevention activity and action (Environmental Health Department, n.d.). They also passion in handle complaint from public and work on caterpillars-and-fleas-control-and-destroy task.

The Local government takes responsibility for the surroundings, social and economic development of the Malaysia (Mohamed, Seow, & Goh, 2014).). According to Meadowcroft, (2009) claimed that Malaysia local governments' function consist numerous resources such as human resources and also a lot of mechanisms. Extra investment in resources which is human resources talent and apparatus (equipment) are basically difficult to follow exactly the local governments, standard and practices. Therefore, it is necessary to deliver the significant and importance of continuous sustainability development through the training and encouragement from the top management in an organization.

Sustainability should not consider as the unnecessary expenses to the practice that operate. Normally. In contrast, the Malaysian government are necessary to encourage and drive staff and also stakeholder to obtain the sufficient knowledge and information of sustainability development. According to Seow (2012), stated the issues which community are suffering effect such as poor management of construction site, low quality of river management as the low involvement of public to enhance the quality of safety and health in the housing areas. Hence the sufficient and proper knowledge are the way to exhibit the problems to become worsen and continue spread. Nevertheless, in the view of public Malaysian local government does not perform well in waste management due to the improper management of local government. Thus, the local government and staff need to pay more attention on prevention of the issue before it become terrible.

Furthermore, according Moore (2011) state that there are many sector or fields that emphasize on sustainability development are not clear and still in ambiguous condition and it cause the increase difficulty to implement the practices which improves sustainability performance. The practitioner, policymaker and person in-charge who responsibilities in building environment are concern to the share framework and system of classification. Hence, waste management itself are not adequate to resolves the technical issues, thus the education is compulsory.

According Atkinson (2002) stated that, Malaysia local government are yet to further develop or applied the integrated management techniques and innovation solution for sustainability development. In short, local government should analyses the benefits of sustainability development and plan to promote wide throughout the governmental sector. Malaysia government has it role to influence it staff, as well as stakeholder and deliver environmental values to them. Despite, it faces resistance of stakeholder in construction industry to makes changes but they focus on profit (Singaravelloo, 2010),

Moreover, Gibson (2005) and Zainol (2009) are claimed that the lack of awareness and understanding related to sustainability development had been the problem that become the obstacle to encourage and promote the sustainability development. Hence, the depth understanding and sufficient knowledge are necessary for stakeholder as well as staff to compliance the changes for pursuit sustainability development. Therefore, all related sectors or department in government council department should develop an understanding and awareness among themselves in transform and deliver the massage and practice and stated in their sustainability agenda.

According John R. Rathgeber (2007) said that the desired goal to achieve sustainability, embrace green policies are playing significant role .In addition, he also believe can enhance operations and improve competitiveness among organization (Pandey, Viswanathan,Kamboj, 2016).There more effort necessary to assist organization to develop sustainability development in their organization especially developing country if compared to develop country which had been apply and utilize the policy on majority community. If Green Human Resource Management (GHRM) is successfully applied the green policy it became a very critical factor in encourage and lead organizations to meet environmental sustainability. HRM has the vital responsibility in achieve the sustainability development in the HRM practice. There are some gaps between implementation of GHRM in developing countries and implementation of GHRM in developed countries (Ramasamy, Inore, & Sauna, 2017).

In 2015, previous Malaysia Prime Minister Datuk Seri Najib Tun Razak released the 11th Malaysia plan which is the improve version of 10th Malaysian Plan. Malaysian Plan are for the country development in future 5 years plan. Malaysia government had the intention to become one of the developed countries. Hence, to achieve the government plan to become the developed country, it is necessary some strategies. Six main strategies are stated in the plan for

the advancement of country development. Green growth strategies enable Malaysia face the challenges and opportunity of global environmental that is rapidly changing and also political landscape. However, it is involving the environmental chapters in previous Malaysian plan but it is the first time Malaysia applied green angle feature as the strategies ("Pursuing green growth for sustainability and resilience") in the Malaysian Plan. Hence, it can show the lack for the awareness of Malaysian government city council in pursuing sustainability development (Eleventh Malaysian Plan, 2016-2020).

Lately, the percentage of Malaysia population that lives in towns in 2015 were 74.3% and anticipated to grow as much as 80% by 2030. It will create the impact of many cities are affect by the changes in climate changes. Consequently, the local authorities are necessary to bring together Malaysian Town from urban Resilience perspective in to make certain the system in our cities could attempt in the challenge. To increase the awareness of public about the importance of sustainability, understand the challenges face by the cities are necessary.

In year 2018, Malaysia host a program known as WUF. Malaysia local authorities should take chances for a partnership and collaboration between cities with Malaysian cities. National Urban Policies are being used at city and countries level to implement international agreements such as the Sustainable Development Goals and the New Urban Agenda. Melaka Historic City Council are work hard in networking lead team and partners from local and international sat collectively to share our reviews in the course of the efforts and works in going through urban challenges (World Urban Forum,n.d).

Study has consistently showed that Green HRM plays as an important role in business world and brings a lot of positive impact to different industries such as tourist organization (Luu, 2017), financial services industry (Ooi, Say, Amran, Azlan, Goh, Simin, Nejati & Mehran, 2017), hospitality industry (Yusoff, 2019), manufacturing industry (Arzaman, Omar & Khalid, 2018) and so on. Specifically, there are limited studies conducted on how Green Human Resources Management practices affect government sector (Government city council in peninsular Malaysia).

1.3 Empirical Gaps

Study has consistently showed that Green HRM plays as an important role in business world and brings a lot of positive impact to different industries such as tourist organization (Luu, 2017), financial services industry (Ooi, Say, Amran, Azlan, Goh, Simin, Nejati & Mehran, 2017), hospitality industry (Yusoff, 2019), manufacturing industry (Arzaman, Omar & Khalid, 2018) and so on. Specifically, there are limited studies conducted on how Green Human Resources Management practices affect government sector (Government city council in peninsular Malaysia).

Previous studies on employees have covered patterns of psychological contract and their relationships (Ruokolainen, Mauno, Diehl, Tolvanen, Makikangas & Kinnunen, 2016), the effect of imbalance system and employee competency (Manda & Herman, 2018) the impact of psychological contract (Naidoo, Abarantyne & Rugimbana, 2018), impact of suggestions system on the employee performance (Ashlaghi, Mahmud, Gorji, Morad, Darabinia, Morteza & Mansour, 2016) and leadership style (Samad ,Reaburn, Davis & Ahmed, 2015). It is safe to say that, there are no studies have been conducted to Green HRM practices to government employees' performance and behaviour.

1.4 Research Question

Based on the problem statement, questions below are necessary to be answered.

1. Do Green Management and organization culture positively influence in employee's Performance among Government City Council in Peninsular Malaysia?

2. Do recruitment and selection positively influence employee 's performance among Government City Council in Peninsular Malaysia?

3. Do Green Technology and development positively influence employee's performance among Government City Council in Peninsular Malaysia?

4. Do Green Performance management and appraisal positively influence employee's performance among Government City Council in Peninsular Malaysia?

5. Do Green Reward and Compensation positively influence employee's performance's performance among Government City Council in Peninsular Malaysia?

6. Do Green Employee empowerment and participation positively influence employee's performance among Government City Council in Peninsular Malaysia?

7. Do Green Employee performance positively influence sustainable performance among Government City Council in Peninsular Malaysia?

1.5   OBJECTIVE OF THE STUDY

The objectives of this study are following:

1. To determine whether Green Management and organization culture have a positive impact on employee's performance among Government City Council in Peninsular Malaysia.

2. To determine whether recruitment and selection have a positive impact on employee's performance among Government City Council in Peninsular Malaysia.

3. To determine whether Green Technology and $development have a positive impact on employee's performance among Government City Council in Peninsular Malaysia.
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4. To determine whether Green Performance management and appraisal have positive impact on employee's performance among Government City Council in Peninsular Malaysia.

5. To determine whether Green Reward and Compensation have positive impact on employee's performance among Government City Council in Peninsular Malaysia.

6. To determine whether Green Employee empowerment and participation have positive impact on employee's performance among Government City Council in Peninsular Malaysia.

7. To determine whether employee Performance have positive impact on employee's performance among Government City Council in Peninsular Malaysia.

1.6   Significant of Study

The research could help organization and the HR managers in Government City Council in Peninsular Malaysia to adhere the importance of practicing Green HRM and to understand how the practice able to impact on their employee's performance. Nowadays organization are more focusing toward gaining profit, and they are not well aware of the action that impacting the environment. Yet, certain organization are more environmental conscious and it is competitive advantage for the business. The foremost focus of this particular research is to investigate the outcomes of practicing Green HRM among the employee and how it has impacted on their performance.

By conducting this research, it allows HR manager to gain more insight regarding the GHRM practice among the Government City Council employees by identifying each issue. This investigation will to analyse how each variable able to influence the employee's performance in term Of Green Management Culture, Green Training and Development, Green Recruitment and Selection, Green Reward Systems, Green Employee Empowerment and Participation, And Green Performance Management and Appraisal. From this research, it allows to see the correlation of each issue in impactions employee performance.

The GHRM practice is basically an effort taken by organization to emphasize in environmentally friendly HR that promote a sustainability practice and increase employee commitment in adapting the practices. So, by leading this exploration, organization and the HR managers ready to improve the environment and impact the worker to execution in a productive

sustainable way by understanding the idea of GHRM. The organization that focus more in GHRM practice has a strong impact in their business outcome.

The literature review in this research shows that, Green Management Culture, Green Training and Development, Green Recruitment and Selection, Green Reward Systems, Green Employee Empowerment and Participation, and Green Performance Management and Appraisal are important in term of adapting and practicing the GHRM. From this research, we able to understand how each variable able to influence employee performance by practicing GHRM. This may be different for each and every individual because each have different expectation and need.

Other than that, this research will benefit organization and HR managers in Government City Council in Peninsular Malaysia in a way that the practicing of GHRM able to increase the morale and the performance level of Environment Government City Council employees. Adopting GHRM able to help the employees at improving their environmental performance and employee performance. A good GHRM practice able to enhance the organization outcome. By conducting this research, it enables to serve as an additional source for the researcher.

Finally, by doing this research, it helps organization and HR managers of Government City Council in Peninsular Malaysia to aware of the importance of practising GHRM. Other than that, this research will also benefit other companies in adapting GHRM in their organization and how can influence or motive their employee performance by this practice.

1.7   Scope of Study

Data for this study was obtained from the staffs and employees working in Government City Council in Peninsular Malaysia. This government city council is selected because it has been one of the organizations who is practicing the Green Human Resource Management. Government City Council in Peninsular Malaysia has been responsible in creating green workforce that understands, appreciates and practices green initiative and maintains its green objectives. This is from recruiting, hiring, training, compensating and developing to promote the sustainable use of resources within organizations.

1.8   Definition of Key Terms

1.8.1 Green Human Resource Management

Green Human Resource Management (GHRM) is the utilizing of Human Resource Management HRM strategies in advancing and rehearsing the environmental sustainability in organization. According to Mampra (2013), GHRM is characterize as the utilization of HRM approaches to support the sustainability of resources inside the organization and boost up the employees morale and satisfaction .GHRM also defines as the policies, procedure, practice and philosophies that used to promote sustain the use of organization resource and to promote environmental concern (Zoogah, 2011).

1.8.2 Employee performance

Movement that normal to be led or performance of the employees. As per the specific creator, employee performance is characterized as a work or accomplishment that done by a person which required exertion in the activity (Hellriegal, Jackson, & Slocum, 1999; Karakas, 2010)

1.8.3 Human Resource Manager

A manager is a person who is an expert in his or her field and someone who carry him or herself as a support system for employees. Managers work together as a team within a business to achieve their goals and objectives. A manager is not an individual who completes a million things on the double while representatives take a rearward sitting arrangement. It vital for managers to delegate responsibilities to employees and assist them if they need help.

1.8.4 Employee

A representative is an individual who was acquired by a business to finish a specific occupation. The delegate is obtained by the business after an application and meeting procedure brings about his or her assurance as a labourer. This assurance occurs after the applicant is seen by the business to be the most qualified contender to complete the duty.1.8.5 Green Management of Organizational culture

The idea of green development isn't vastly different from the for the most part known meaning of advancement, yet also incorporates the mission of diminishing the effect of natural impacts. Companies now implement green innovation applications in many areas in order to contribute to the environment to the environmental aspect of sustainability.

1.8.5 Green Recruitment & Selection

Green recruitment and selection are the integration of environmental management with recruitment and selection, where human resource policies are used to promote environmental sustainability and the wise and judicious use of resources within a business organization. Green recruiting is a system where the focus is given on importance of the environment and making it major element within the organization.

1.8.6 Green Training & Development

Training is considered as the planning of multi-gifted workers that is concerned about the advancement of learning and abilities required for innovation. The performance of the organization is likewise connected with the training and development of employees. This is because training fuses information and aptitudes in the workers expected to accomplish organizational goals (Obaid, 2015).

1.8.7 Green Performance Management & Appraisal

Performance management is a procedure by which employees are provoked to upgrade their expert abilities that help to accomplish the organizational objectives and goals. The most important part of performance management is performance appraisal. Effective performance appraisal gives helpful input to employees and bolster persistent upgrades in the company's environmental results to meet the criteria of legitimacy and dependability.

1.8.8 Green Reward & Compensation

Rewards and compensation are the critical human resource management structures where employees are compensated for their presentation. These human resource practices are having an incredible power technique which connections together a person's enthusiasm to the organizations.

1.8.9 Green Employee Empowerment & Participation

High quality employee participation is the means of accomplishing organizational effectiveness through easing employee commitment and engagement within the organization (Gollan, 2005). Employee empowerment generally involves management the identifying the employees which are in a better position to oversee their own duties and work processes.

1.9 Organization of Remaining Chapters

Chapter 1: Introduction

In chapter 1, we will provide the overview about the research topic that suggested which is "The Green Human Resources Management (GHRM) Practice and The Impact on Employee

Performance". We will discuss briefly about the research background, problem statement, research objective, questions, as well as the significant of the study.

Chapter 2: Literature Review

The chapter 2 is about the literature review. In this section we will review and study the journal, articles and other publication and summarize the findings which related to out topics. We will define on the six factor that influence in this proposal and explain on the literature gap that exist while doing the research.

Chapter 3: Theoretical Framework and Hypotheses

This chapter 3 we will look into the relevant theoretical framework that related to our research. we will also develop our own conceptual framework that shows the relationship between the variables. Other than that, we will also develop hypothesis based in the variables and conclude the overall chapter.

Chapter 4: Research Methodology

Chapter 4 is the research methodology, where we will describe in details about the research design, data collection method, sampling design, research instrument, construct measurement, method of data processing and analysis. This this show the overall process on how the research will be conducted.

Chapter 5: Preliminary Analysis

In chapter 5, we will discuss in detail regarding the result statistical analyses. Which include the descriptive analysis of the data, detection of missing data, detection of outlier, normality test, common method bias, non-response bias.

Chapter 6: Result

In chapter 6, we will analyse the result that we collect from the questionnaire which will be conducted, we will be analysing the result which relevant to our research by using PRS system.

Chapter 7: Discussion and Conclusion

In chapter 7, we will summarize and conclude the overall research. In this chapter 6 we will discussion and conclude the impact of GHRM on employee performance in Government City Council in Peninsular Malaysia. Other than that, we cover the limitation of the study and suggest recommendation for future studies.

1.10 Conclusion

In summary, this chapter provides background of study, problem statement, empirical gaps, research question and objectives, significant of study, scope of study and definition of key terms. The following chapter will discuss on literature review from different sources in order to understanding the influence and aspects of Green Human Resource Management on employee performance.

CHAPTER 2: LITERATURE REVIEW

2.1 Chapter Overview

In chapter 2, the literature reviews about the topic will be discussed based on information available from past studies, such as journal articles and relevant researches. Other than that, secondary data will also be used to accessed and support the review on the literature. The review on literature will focused on the dependent variable which is the employee's performance and the independent variable.

2.2 Sustainable Performance

According to Brundland (1987), characterize sustainability as the economic advancement that meets the today's generation needs with comprise the opportunity and the needs of future generation Where an organization provide the benefit for today generation by not affecting the future generation ware fell as well. Sustainability is defining as the value that created by the organization for its stakeholders and society by maximize the positivity and also decrease the negative impact on its environmental, social and economic (CIMA, 2011). Many people refer sustainability as the act of being "environmentally friendly", but it is more than that (Enquist, Edvarsson, & Petros, 2007).

Sustainable performance is defined as the performance of a company in all dimension and it all drives the company corporate sustainability (Schalteggar & Wagner, 2016). Other than that, sustainable performance also known sustainability development, it is defines as the process of "development that meets the needs of the present while safeguarding the earth's life" (Griggs, Gaggeny, Rockstorm, Ohman, Shyamsundar, Stefeen, Glaser, Kanie, & Noble, 2013).

Well the sustainable performance is about to how an organization able to reduce its energy and waste, how it protects the ecology and how to recycle things. (Epstein, 2008; Petros,

Samual, & Enquist, 2007; Desomone & Popoff, 2003). Basically, sustainable performance is about how an organization enhance the company performance while ensuring the environment sustainability.

2.3   Employee Performance

Every organization has an objective and this objective can only be achieve if their certain resources like money, man power, machine and material. But the most important of this resource are manpower because they play an important role in performing the job. The employee's contribution has been seen as one of the most important factors for organization development and to achieve business outcome. Well, Campbell (1990) define performance as "what the organization hires one to do and to do well". Meanwhile, Borman, and Motowidlo (1993) define performance as a different component that interrelated and it is a fundamental level that can distinguished the performance based on behavioural engagement that one's exert.

Performance is basically a task performance that explicit the behaviour which portrait based on the job responsibility. Meanwhile, Employee performance is defined as employee's own behaviour at workplace (Aguinis, 2004). It is basically about how employee does their work. Employees performance is considered has what the employee does and don't. According to Pradhan, and Latatendu (2016) the term "employee performance" is used to signify an employees or an individual's achievement which they have achieved by putting an effort on the job which associated through meaningful work, engaged profile and interrelationship with colleagues.

Other than that, Shuck (2011) have defined employee performance as an up growing working state which influenced by the employee's perception, feeling's and behaviours. According to Omolayo, and Oluwafemi (2012) an organization's effectiveness can be measures based on the effectiveness and efficiency of an employee's performance in the working place. It shows that employee performance can be quantify and analyses by measuring it. The performance of employees basically measures based on their productivity, quality, and quantity of output, participation and many more. Due to this employee's performance has always been

an important matter for an organization and manager because it can be used to predict business outcome (Kelidari, Dizgah, & Yusefi, 2011).

Apparently, in a workplace, the behavioral engagement and expected outcome are related to each other (Borman, & Motowidlo, 1993Furthermore, according to Anitha, (2013) have define the employees' performance as an element that indicate the organization's finance position or other business outcome of the employee that has a direct influence with the performance. Also stated that employee's performance was also influenced by elements in workplace such as the atmosphere, leadership, co-workers, training and development, reward programme and the regulations. Because employee performance is a multidimensional element that determine the success of an organization (Zainabu, Veronica, Caroline, Ashim & Collin, 2018)

According to Ahmad and Shahzad (2011), employee performance represents the employees believe about their own action, contribution and their involvement in the organization and also stated that the organization performance evaluation, compensation practice and promotional practice as the element that determine employee's performance. Its show that employee performance it's not only about the individual belief but the organization also plays role in influence the employee's behaviour.Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Borman, & Motowidlo, 1993; Campbell et al., 1993; Roe, 1999).

2.4   Green Management of Organizational Culture

Organization culture is become a crucial business phenomenon in early 1980's. It is defined as the belief, assumption, value or way of interacting or practicing that contribute to a unique social and physiological environment or an organization. An organization culture is also about the about the expectation, experience, philosophy, and also value that guide a person or individual in workplace. Organization culture is essentially alluded as the mutual organization vision, values, standards, frameworks, language, assumption, conviction and furthermore as an

habits (Needle, 2004). In similar way, according to Deal and Kennedy (2000) organization is "the way things are done around here"

Green Human Resource Management is the process of emphasising the HRM practice in sustaining the environment. Meanwhile according to Asmui, Mokhtar, Musa and Hussin (2016) green management of organization culture is the need for organization to embed the initiative and policy onto organization culture to exchange the environment sustainability. It is an effort that organization taken to make the employees to practice a culture. In simplest term, it is the process of creating environment conscious as of the organization culture and practice. In similar way, Margetha, and Saragih (2013) defined culture as the integration and practice of environment management in the organisation culture.

Other Than that, green management of organization culture is also refer as the process of managing the environmental issue as a culture an value in the organization (Jabbor, Charbel, Santos & Fernando, 2010). It is referring as a realization process of sustaining environment which companies depend on the cultural transformation including the respect for the environment by providing awareness for social improvement. It shows that, Green management of organization culture is necessary and it able to increase the effect of employees toward being an environmental conscious and they will focus on more in creating a green culture (Dumont, Shen, & Deng, 2017).

According to Mubeyyen (2018) stated that culture play a crucial role in the organization to practicing green innovation activities. This is because culture has the capacity to support green behaviours and it enables the company to increase its value. Promoting Green HRM Culture practice in the organization benefit the company in many different aspect (Rayner, & Morgan, 2018). Other than that, according to a researcher, Aparna (2016), she has stated that the employee's level, attitude, behaviour and competency can be influenced by applying green GHRM. Because GHRM is a framework that empower to motivate and assist the employee with understanding the green culture in the organization.

2.5   Green Recruitment and Selection

Green recruiting is a framework or a procedure where condition is given a noteworthy significance and making it the huge portion inside an association. To supplement this, the recruits are eager and somewhat, it's enthusiastic about working for a domain inviting 'green' organization. At the end of the day, it makes a firm simple to accept experts who know with reasonable procedures and acquainted with nuts and bolts, for example, reusing, preservation and making an increasingly consistent world when enlisting competitors is finished with a green twist of psyche. According to Grolleau, Mzoughi, and Pekovic (2012), green recruitment is alluded as the natural duty of an organization that adds to profile of an organization. It is to be said that experts are ending up more worry towards to the ecological techniques of an organization.

Green recruitment elucidates the open doors that has been given to a business to remain in front of the group and further boosting their opportunity of dazzling the competitors and hold them after acceptance. Moreover, green recruitment can be characterized as the way toward procuring people or up-and-comers with abilities. Learning, practices and methodologies that perceive with ecological administration frameworks inside an association. According to Kotter (1973), recruitment procedure may impact the employee's disposition and conduct in the event that it is overseen adequately. To include more, a sure employee keeps working until the guarantees are satisfied. In the meantime, green recruitment and choice are pivotal to managers as to employee retention.

Staffing is a task that includes recruitment, onboarding, choice, direction, and pay and execution assessment of an association. This procedure will shape an efficient human asset the board. According to French, Rayner, Rees and Rumbles (2011), recruitment is the way toward distinguishing and dazzling qualified and qualified possibility to be procured for empty posts in the association through promoting exercises. Determination is a procedure to designate and pick the best and gifted competitor from various applicants who connected for the accessible and specific opportunities.

Other than that, green recruitment and choice of employees is the principle reason for green human asset the executives. This is on the grounds that it controls the achievement of the

branch of green human asset the board. According to another author, Bratton and Gold (2007), the act of recruitment and determination of employees will influence the entire execution of the association. The association will have a negative effect in the event that it doesn't have a successful recruitment system.

As a rule, the elements of recruitment and selection is to choose the qualified contender for a separate occupation. Also, senior officials should ensure that the nature of green human resource management in associations can help the objectives and goals line up with hierarchical procedure. The recruitment and selection of competitors ought to be done viably as per settled in techniques. (Gatewood and Field, 1994). Also, recruitment and selection can be characterized as the procedure of accumulation and social event data about competitors during the time spent employment propositions. (Scholarios, Lockyer and Johnson, 2003).

2.6   Green Training and Development

Green training and development can be defined as the development of employees' abilities, knowledge, and attitudes. In other words, green training and development educates employees about the estimation of knowledge, train employees in working techniques that ration vitality, reduce waste, diffuse environmental mindfulness within the organization and it provides opportunity to include employees in environmental critical thinking. Secondly, green training act as an attention to different aspects and estimation of environmental management. It encourages employees to grasp contrasting methods of conservation including waste management within an organization (HRMI, 2019).

Furthermore, green T&D alludes to aptitude of an employee when dealing with different environmental issues. GHRM is extremely urgent in facilitating the achievement of environmental objectives through environmental training, alongside establishing a good environmental culture for employees where employees feel that they are the part of environmental outcomes. (HRMI,2019). Other than that, Green T&D alludes to the conduct competencies, teamwork, diversity, overseeing change and collaboration in accomplishing a sustainability culture.

Besides that, green T&D additionally alludes to program like social and environmental issues at different levels from technical health and safety considerations to strategic sustainability issues at executive management level. It covers the full scope of social, environmental and financial hazard involved with the business. (Wehrmeyer and Vickerstaff, 1996). According to Mandip (2012), green T&D alludes to green orientation programs for the recently hired employees. Mandip (2012), further mentioned that green orientation should be an integral part of the training and development process. In a straightforward word, employees should be informed about the green procedures and strategies including the vision and statement of purpose of the organization, the sustainability-oriented benefits, and additionally the organization's initiatives, for example, reducing the greenhouse gases and creating green products. (Opatha, 2014).

Besides, Ramus (2002) defined green T&D as environmental training and it establish a culture where employees feel they are accountable for environmental outcomes. In the interim Sarkaris (2010), said that employees that are presented with effective training will have a better perception of environmental management systems. Next, Jabbour (2010) expounded that human dimensions impact practices of green management standards. In addition, Teixeira (2012) explicates that an effective organizational can be built if employees are provided with better training and empowerment.

Other than that, training can be defined as a systematic acquisition and development of knowledge and abilities needed by laborers to play out a given task or improvisation of tasks within organization. (Goldstein, 1980). According to Huselid (1995), training is an employer stability by the organization where it ends up critical determinant in employee retention. According to Gruber and Adrian (1994), benefits and training is firmly related to employee retention since it gives employees the motivation and achievement. Landsman (2004) claimed that green T&D is an activity that is important in upgrading abilities and improving employee execution too handling certain factors that contributes to employee retention.

2.7   Green Performance Management and Appraisal

Performance management is a procedure by which workers are improved their expert aptitudes that help to accomplish the hierarchical objectives and destinations in a superior manner. Green performance management includes of issues that identified with ecological concerns and strategies of the organization. It likewise centers around utilization of natural obligations (Ahmad, 2015). Ahmad (2015), guaranteed that when HR chiefs accommodate natural performance into performance management frameworks, they shield condition management from any harms.

Adjacent to, performance appraisals is the most significant part of performance management. As per Ahmad (2015), to meet the criteria of dependability, decency, and legitimacy, viable performance appraisals had given some helpful criticisms to workers and bolster representatives on consistent upgrades in the association's natural results. Additionally, Ahmad (2015), propose that future research on green performance appraisal ought to concentrate on issues like ecological occurrences, green data framework, correspondence of natural approach, and ecological obligations and reviews.

The HR staffs should roll out certain improvements on the performance appraisal rating framework for rating individuals on the conduct and specialized skills, for example, cooperation, advancement, assorted variety and ecological stewardship. These skills would strengthen the organization's fundamental beliefs. Numerous associations had built up a customized natural management data framework and led ecological reviews to conquer the hindrances to ecological performance assessment (Janaka, Zhang and Liu, 2018). In the event that the natural criteria are incorporated into performance appraisal, workers can take care of the biological issues and improve their ecological performance.

Green performance management practices will control workers to adjust their behaviors to the natural targets of the association (Guerci, Longoni and Luzzini, 2016). The scientists, Guerci, Longoni and Luzzini (2016), guaranteed that the consolidating ecological exercises in performance appraisals give clear data to representative's concern workers' job in the firm natural performance accomplishment, increment the reception of green behaviours among people and improve representatives' feeling of adequacy.

2.8   Green Reward and Compensation

Ahmad (2015) state the definition of compensation and rewards are the way that the employee effort and performance are being appreciated and valued. Compensation and rewards are belief as most powerful weapon to give influence to employee or individual whose interest are closely linked to the organization (Ramasamy, Inore & Sauna, 2017). In addition, Ramus (2002) observe through his research and study show that compensations and rewards enable to motivated attitude of employees and environmental behavior (Bangwal & Tiwari, 2015). The compensation and rewards can perform in many forms such as customize packages for gaining the reward of obtain the green skill and so on. (Bangwal & Tiwari, 2015).

One of the examples of compensation and reward is giving accolades and etc. To obtain accolades, employee might put a lot of initiative as possible as they can, hence it can assist the organization to achieve certain desired goals with the full commitment of their employees. The green compensation and reward in the context of GHRM are kind of potential attribute and element which can used to promote and support the activity that benefic to the surrounding environment and environmentally friendly in the particular circumstances.

Ahmad (2015), also said that to implement and promote environment activity initiative, the different organization are consider compensation and rewarding system as strategy to insist their 'green' practice in order to encouraged the employee to present their outstanding performance regarding what message are delivered by the organization in its agenda(Ramasamy, Inore, & Sauna, 2017). Furthermore, perform greening practices in human resource practices, it provides could drive the improvement of organizational performance. (Zaid, Bon, & Jaaron, 2018).

Forman and Jorgensen (2001), carried out a similar study on how significant influence that willingness of employee participate in environmental activity that planned by the organization. Observation of the examinations demonstrates that are rising number of employee commitment to condition the executive's programs when pay are accommodated perform natural obligation. In addition, Berrone and Gomer-Mejia (2009), study the efficacy of green rewards and compensation in several US firms from high-polluting industries. In result

of study, it shows that found that the CEO of firms which operate in eco-friendly are paid higher in their performance if compare to firms are not categories under eco-friendly operation.

In addition, they also draw a conclusion that long term compensation and rewards pays for employees in the organization were greatly associated with greater the succeed in prevention of pollution (Ahmad, 2015).However, Fernández, Junquera, & Ordiz, 2003 realized that the green initiatives found that challenging task in evaluate fairly on environment behavior and performance and it still cannot to promise from some malpractices. As indicated by Gupta (2008), express that if the green reward and pay framework can adjusted to the standard procedures in human resource management, the green culture of the association can shape effectively and proactively.

For instances, the role of manager in encourage the green behavior within the co-worker by asking the participation in contribute ideas which include themselves in designing green idea that are related to their routine task performance and present as the objective of the future year after mutual decision making. Hence, the employees can get compensation and rewards by perform those objectives outstandingly (Ahmad, 2015). For example, it shows, better prove in the Dow Chemical Corporation when the employee appears to contribute their idea on how to reducing waste with innovative method, they will be given reward. Through the reward and compensation, the employee is being motivated (Bangwal & Tiwari, 2015).

2.9   Green Employee Empowerment and Participation

According to Huq (2010), said that Green employee empowerment and Participation of employees had led the acceleration trend in the organizational performance. The employees able to feel the sense of belonging in the organization when the organization include the participation of employees at decision making process. Allowing the employees in decision making may 'grows the ownership culture' among the employees as they felt their existence are being valued and appreciated by top management. Hence, it eventually helps in build and increase their morale and motivation.

Therefore, adaptation and implementation of green initiative should be highlighted by different kind of organization. To achieve success result in implementing green initiative, it is important to communicate with the employees regarding the significance of implementation the green initiative. It is an essential to allow the employees' capacity, goals, motivations, and observations align with the environmental administration strategies and finally accomplish green activities (Ramasamy, Inore &Sauna, 2017).

Cantoret al. (2012) had watch larger amounts of representative commitment and commitment in green activity. Gollan (2005), Wilkinson et al. (2001) expressed that representative association and cooperation GHRM practices have been demonstrated ready to improve employees 'motivation and commitment towards their association. Renwick et al. (2013) also show that employee involvement and participation in Green HRM are found to positively associate with environmental performance (Benn, Teo, Martin, 2015).

According to Digalwar, Tagalpallewar, and Sunnapwar (2013) realized that green employee empowerment are one approach to estimate and measure the performance. According to Tariq et al. (2016), Empowerment are means to lead the passionate of employees in handling their tasks and enthusiastic to achieve the goals that set by the organization. Besides that, Digalwar et al. also mention employees in the organization which have given authority and empowerment became highly committed involve themselves to insist and implement environmental practices in organization (Yusliza, Othman & Jabbour, 2017).

Employees nowadays should provide with more possible opportunity to enhance their skill, talents and knowledge to meet long-term goals and make sure there is mutual benefits. According to Jacquiline (2014), the organization which is emphasize on performance should highlighted more in employee's empowerment for allow them to participate in decision making process to assist the goal to be achieved quickly. According to Elnaga and Imran (2014), concept of employee empowerment is valuable and important in encourage the employees behavior building and improve in some aspect to achieve an efficient environment which, independent thinking, teamwork spirit, self-confidence, and independent thinking in work field (Hanaysha,J, 2016).

Figure 2.1 Green Human Resource Management Model

2.10 The Underlying Theories for The Study

2.10.1 Institutional Theory

Institutional theory is to analyse the organisational behaviour because it is very useful in responding to empirical mismatch (March & Olsen, 1984). The theory emphasizes on historical, contextual and processual aspects (Currie, 2009). Besides that, the institutional theory offers the insight on the implementation issues. Well, according to Martinez and Dacin (1999) ''Institutionalization'' describes the processes which through socially behaviours and organizational forms become rule-like as well as taken for granted.

According to Stahl and Björkman (2006), most of the organization scholars worked within an institutional perspective, have concentrated on the relationship between their environments and organizations. Also conducting historical studies and comparative of how institutional environment affects organizational practices and forms. Institutional theory might provide important insights to Human Resource department in various contexts that can affect the organization. HR managers may try to verify whether top management perceives the HRM

practices applied in the firm are suitable and progressive, thereby improving the department reputation (Stahl and Björkman, 2006).

2.10.2 Natural Resource Based Review

The NRBV proposed that three types of strategic capabilities which is pollution prevention and product stewardship as well as sustainable development (Hart & Dowell, 2011). Hart (1995) said that prevention of pollution is to prevent waste and avoid emissions instead of cleaning them up at the end. It is related to lower costs. Product stewardship extends the scope of pollution prevention that includes the whole life cycle and product system value chain. So, environment voice can be effectively advocated into the development process and product design through stakeholder engagement.

It brings about the potential for competitive advantage through strategic pre-emption in product stewardship. Then, sustainable development strategy is different from pollution prevention or product stewardship strategies. Firstly, sustainable development strategy is not only seeking to reduce the environmental damage, it also produces in a way that can be maintained indefinitely into the future. Besides, sustainable development is restricted to environmental concerns and involve in concentrating on social and economic concerns. Boxall (1996) proposed that natural resource-based view emphasises unavoidable factor markets imperfection and some factors of production are tradable. Yet, there are many types of productive capabilities which can only be developed internally.

2.11 Chapter Summary

In a conclusion, this chapter 2 briefly discuss on the relevant literature review which used to find the significant gap of the past studies. The literature review provides the insight and knowledge to our topic especially in Green Human Resource practice in the Independent variables. The review that discussed this chapter is taken from secondary data such as journals, articles, and other relevant materials. The methodology such as framework and hypothesis of this research will be further carried out in chapter 3 more in detail.

CHAPTER 3: REVIEW OF THEORETICAL MODEL AND HYPOTHESIS

3.1 Chapter Overview

In Chapter 3, relevant theoretical statements and concepts will be appraised. The current research's proposed theoretical framework depiction and the related studies associations are in this chapter. Those relevant hypotheses had been built in the literature review direction from the proposed framework.

3.2 Relevant Theoretical Model

3.2.1 Model GHRM practices with Employee Performance

The variables for this research can be followed up the scent of the related theoretical model from the bygone research. The model below is created by Javed and Cheema (2017), it showed the relationship between green human resources management practices and organizational outcomes (employee performance is involved). One proof is that the model compiled by Javed and Cheema (2017), who studied about the impacts of the adoption of green HRM in the agricultural industry.

Besides, a research conducted by Kalpana Devi (2018) showed that GHRM practices have significant relationship with employee performance. According to Jouda, Dahleez and Ungku Ahmad (2016), their research also showed that GHRM has positively related to employee's performance. Not only that, green HR is a very important asset for organization and it is the key of enhancing the employee and organization performance as well as achieving competitive advantage (Shaukat, Ashraf & Ghafoor, 2015). And their research had proved that GHRM decisions are very important and have unique influence on employee performance.
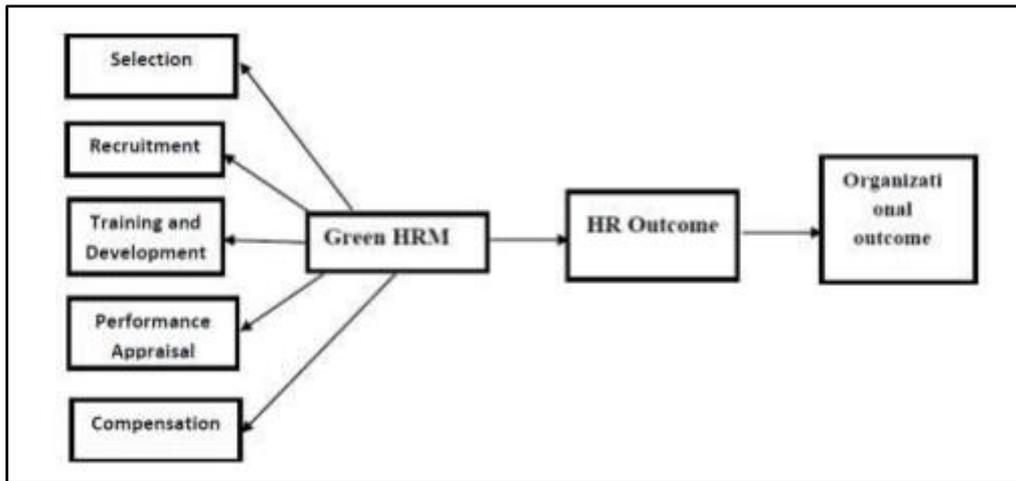
Figure 3.1 A model of relationship between GHRM practices and Organizational Outcome (including employee performance). Adapted from "An Empirical Investigation on the Impacts of the Adoption of Green HRM in the Agricultural Industry", by F. Javed and S. Cheema, 2017, Journal of Internet Banking and Commerce, 22(8), page 1-14.

3.2.2 Model of GHRM Practices with Sustainability Development

Green HRM is a new concept in the management field and it explains the integration of environment friendly practices with Human Resource department of the organization in order to achieve enduring sustainable growth (Likhitkar & Verma, 2017). Likhitkar and Verma (2017) claimed that GHRM practices had benefited the both employer and employee as well as brought positive impacts to organization sustainability and employee retention. Review of Nayak and Mohanty (2017), also in their research indicated that the high involvement of GHRM practices is the key success factor of creating green environment for sustainability.

Meanwhile, According to Mandip (2012), mentioned that Green HR is a critical tool of HRM policies in order to advocate the resources sustainable use within business organizations and promotes the environmental sustainability cause. Last but not least, Dubois (2012) proposed a strategic model of HRM that supports the sustainable adaptation to the challenges in the business context related to environmental sustainability.
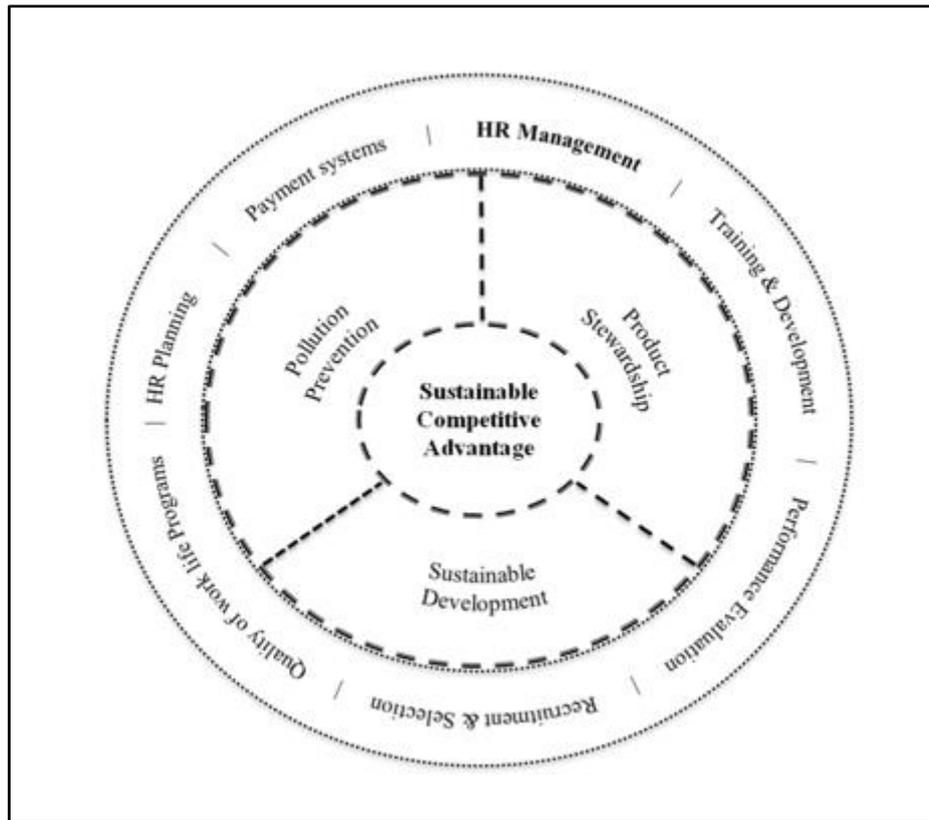
Figure 3.2. A model of relationship between GHRM practices and sustainability development. Adapted from " Sustainable Competitive Advantage Needs Green Human Resource Practices: A Framework for Environmental Management", by L. Almada, R. Borges, 2018, Revista de Administração Contemporânea, 22(3), p. 424-442.

3.2.3 Model of Employee Performance with Sustainability Development

According to Demski and Arabie (2008), their study found out that employee engagement had significant relationship to sustainability development and proposed to public that should adopt the employee engagement to drive sustainability performance. They also claimed that employee morale and engagement have long been thought of as the key factors in developing sustainability. Employee is an important driver of organizations sustainability development. They have the ability to push organization towards sustainability because sustainability deeply embedded within an organization's structures and processes that are resulted by employee
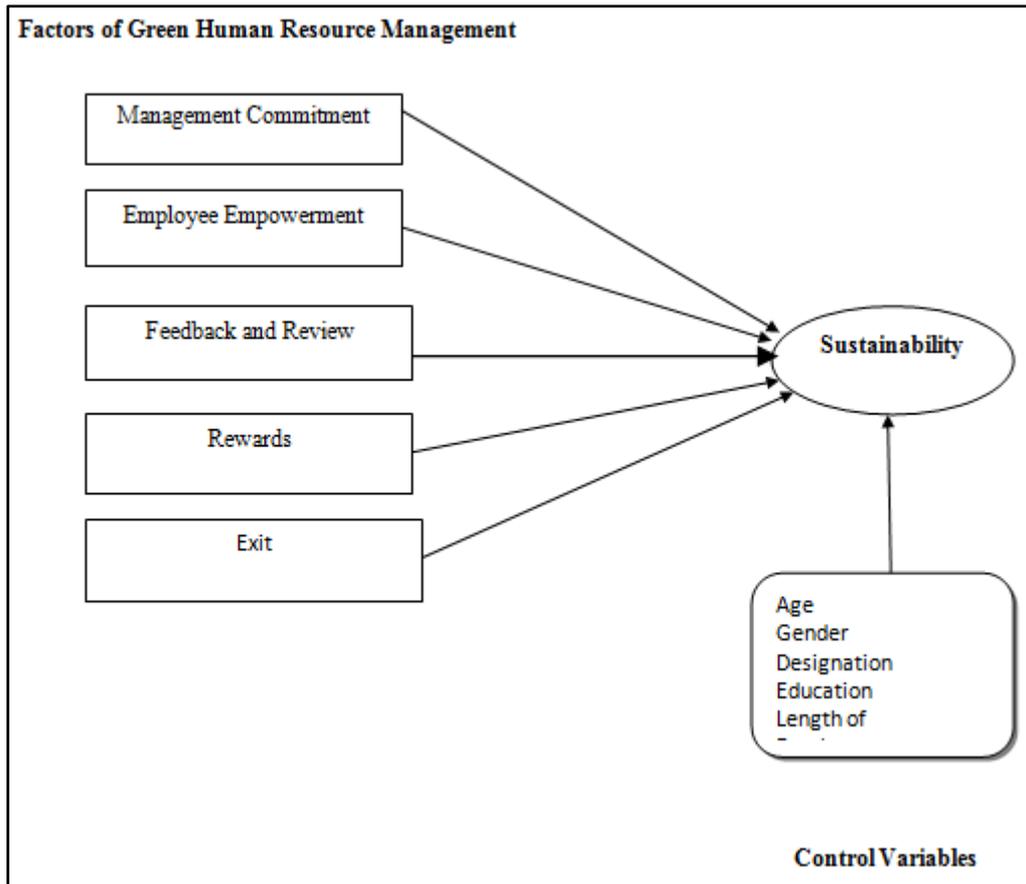
Figure 3.3. A model of relationship between employee empowerment and sustainability development. Adapted from " The Effect of Green HRM Practices on Sustainability: Evidence from Manufacturing Companies in Pakistan", by Mahmood, A., Kanwai, S., Sandhu, M. A., & Nisa, M. U., 2016, Pakistan Journal of Social Sciences, 36(1), p. 177-188.

3.3   Proposed Framework

Below is the proposed research framework which was explained by research objectives and hypothesis in this study.
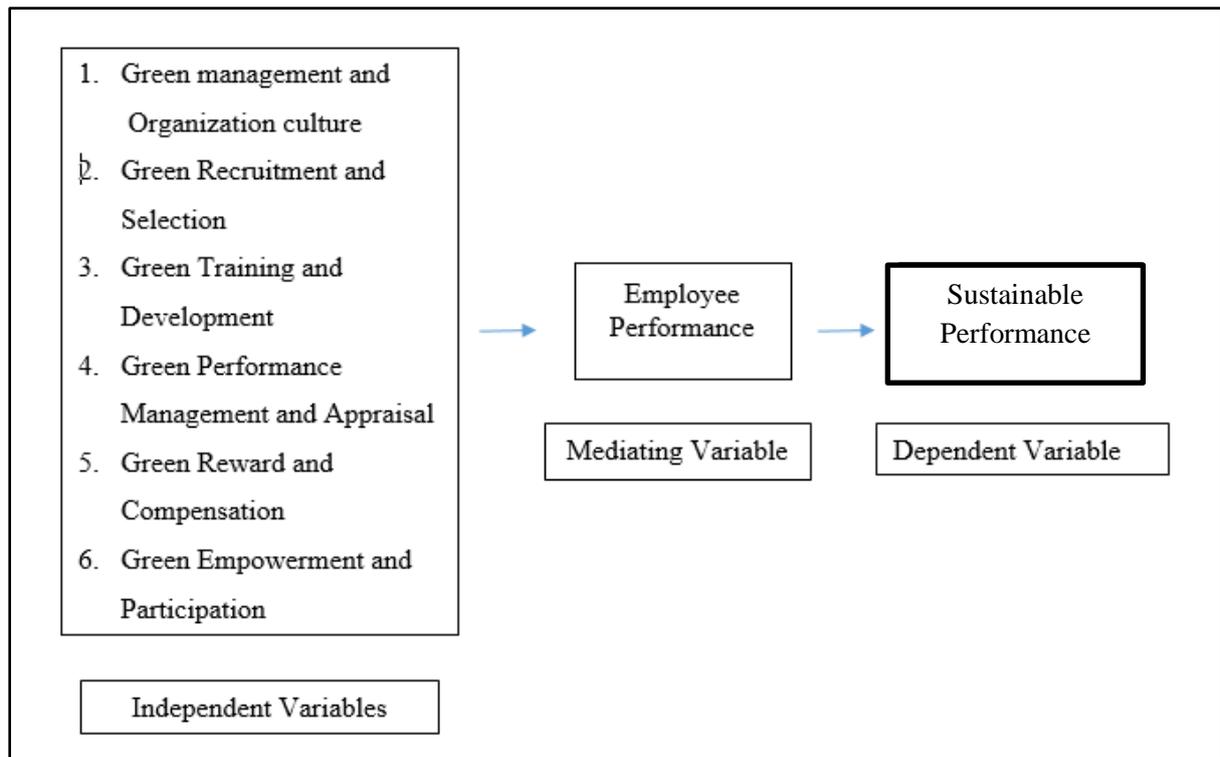
Figure 3.4 the current research framework with research objectives

3.4   Hypothesis Development

The proposed hypothesis is following:

H1: There is a significant positive relationship between green management and organizational culture and employee performance in Government City Council Department in Peninsular of Malaysia.

H2: There is a significant positive relationship between green recruitment and selection and employee performance in Government City Council Department in Peninsular of Malaysia.

H3: There is a significant positive relationship between green training and development and employee performance in Government City Council Department in Peninsular of Malaysia.

H4: There is significant positive relationship between green performance and appraisal and employee performance in Government City Council Department in Peninsular of Malaysia.

H5: There is a significant positive relationship between green reward and compensation and employee performance in Government City Council Department in Peninsular of Malaysia.

H6: There is a significant positive relationship between green employee empowerment and participant and employee performance in Government City Council Department in Peninsular of Malaysia.

H7: There is a significant positive relationship between employee performance and Sustainable performance in Government City Council Department in Peninsular of Malaysia.

3.4.1 The Relationship between Green Management of Organization Culture and Employee Performance.

Green Organizational Culture is defined as the integration of shared assumption that goes beyond the profit consideration and compile a broader view of its own, social and natural environment sustainable development and a practice that can affect the performance of employees and organizations (Küçükoğlu & Pinar, 2015). There are two dimensions which are the greenness of the advocated company line and a form of company artefacts and behaviours.

According to Linnenluecke and Griffiths (2010), managerial ideologies are imported from the institutional environment into organizations such as management education or professional training and then shape the way of people thinking and behave within them. Thus, researchers claimed that different types of organizational culture will influence the understanding and performance of employees. The above discussion leads to the construct of first hypothesis:

H_0: *There is no significant positive relationship between recruitment and selection and Employee performance in Government City Council Department in Peninsular of Malaysia.*

H_1: *There is a significant relationship between recruitment and selection and employee performance in Government City Council Department in Peninsular of Malaysia.*

3.4.2 The relationship between green recruitment and selection and Employee Performance.

There are two major steps involved in the process of green recruitment and selection in an organization, such as applying the eco-friendly method for hiring purpose, example hiring by using the online mechanisms and it able to control the paper usage rate during the process of recruitment and selection. While the second part of recruitment and selection is measuring the individual green attitudes, where while selecting the candidates, need to ensure that the

individual are valuing the eco-friendly activity and lead to the sustainability development in an organization (Mishra, 2017).

Human resource management behavioral literature state that HRM had influences organizational performance by giving impact to the employee work attitudes and behavior. (Dumont, Shen & Deng, 2016). According to Renwick et al (2013) state there are some effect of Green HRM, it generates employee workplace green behavior as the occurrence to the communication of the relevant information regarding organizations green focus throughout the organization and highlighted the important of presence of employee green values in recruitment and selection process Besides, the employee green cognition can be enhanced by promote the green value in training among the employee. (Dumont, Shen & Deng, 2016).

According to Pless, Maakby and Stahl (2012), green practice includes the recruitment and selection process of selecting the right candidate, it is easier the work and job design to improve the employee knowledge, skill and their competitiveness and lead to the succeed of green activity and lead the green goals. The green HRM practices can identify the effectiveness of an employee work performance. Renwick et al (2013) said that a communicated and transparent of green HRM practices including the recruitment and selection will enhance the employee commitment and initiative. Thus, green recruitments and selection can lead the completion of in-role performance and extra-role performance in the work place (Dumont, Shen & Deng, 2016). Hence, the hypothesis is construct as following:

H_0: There is no significant relationship between green recruitment and selection and employee performance in Government City Council Department in Peninsular of Malaysia.

H_2: There is a significant relationship between green recruitment and selection and employee performance in Government City Council Department in Peninsular of Malaysia.

3.4.3 The Relationship between Green Training & Development and Employee Performance.

Training & Development is an act that aimed at improving the employee's knowledge, skills and also attitude (Zoogah,2011). Meanwhile, Green Training and Development is referred as the green environmental training that been established in workplace and it is a culture, where employees are accountable for their environmental outcomes (Ramus, 2012). Well, a study conducted by Bhutto, and Auranzed (2016) stated that the GHRM variable which is the T&D, significantly affects employee performance just as the company's performance. This is because green training and development is a method that educate employee on saving energy, reduce waste, diffuse environmental awareness also it gives opportunity for employee to make an environmental decision making(zoogah,2011).

Basically, green training and development allows the employee to enhance their performance, where it gives the employee the skill to differentiate the aspect and the value of environment. Moreover, Green training and Development allow employee to enhance or to polish their skill in handling issue which is related to environment (Shoeb Ahma, 2015). Other than that, according to Tariq, and Obaid (2015), have expressed that the green training and development is a fundamental for employees to improve their abilities and representative in organization and also equip skills for them to perform effectively and efficiently.

The skills that needed by employee to perform well to enhance the environment can be acquired through training. By doing so it increases the employee's innovation and performance as well as the organization competitions (Tariq et. El, 2015). According to Tang, Chen, Jiang, Paille, and Jia (2017) employee who has high value towards environment has a high sensitivity to environmental issues and also demonstrate a superior green performance or behaviour in the workplace. The above discussion is related to the construct of the following hypothesis:

H0: There is no significant positive relationship between Green Training & Development and employee performance in Government City Council Department in Peninsular of Malaysia.

H3: There is a significant positive relationship between Green Training & Development and employee performance in Government City Council Department in Peninsular of Malaysia.

3.4.4 The Relationship between Green Performance Management and Appraisal on Employee Performance.

According to Jabbour, Santos, and Magano (2008) the Green Performance management is defined as a system that evaluates the performance or activity of the employee in the process of environmental management. Meanwhile, the Performance Management able to measure the employee's contribution towards the environmental performance as per desire by the organization because the Performance management act as a program that guarantee the effectiveness of the green management work (Jabbour, Santos, 2008; Jackson, Renwick, Jabbour, & Muller, 2011).

Meanwhile, according to the HRM Function Model establishes by wehrmeyer (1996) stated that employee performance appraisal is basically refer to the evaluation on the environmental issue, environmental responsibility and how environmental concern is being communicated in the organization. Well, by taking into account about the environmental innovative and the improvement in performance appraisal, it can effectively affect the employee's performance (Denton, 1999). It shows that performance management and appraisal is one of the GHRM attributes that influence the employee performance.

Other than that, the important part of Green performance management is the performance appraisal, where it highlights the duties, responsibility and also the outcome of environmental practice in management (Ahmad, 2015). Activities such as Green Performance management and appraisal, guides and lead employee to adjust their behavior to environmental goal and furthermore help to give the employee on what they can do and not. (Harvey, Williams & Prober, 2013).

The implementation of environmental activities in performance appraisal also provide a clear picture or information to the employee regarding the role which they need to perform in the organization in order to increase the environmental performance achievement, to enhance the green behavior among individual and also to increase the employee's sense of efficacy (Guerci, Longoni, & Luzzini, 2016). The above discussion leads the following hypothesis:

H₀: There is no significant positive relationship between performance management and employee performance in Government City Council Department in Peninsular of Malaysia.

H₄: There is a significant positive relationship between performance management and employee performance in Government City Council Department in Peninsular of Malaysia.

3.4.5 The Relationship in between Green Reward and Compensation and Employee Performance.

Traditionally, many investigations have demonstrated that reward and compensation influence the performance of an employee in an association. These explorations also display that fulfilment in compensation assumes a significant job in employee performance. To include more, compensation influences employee performance by giving monetary value to the work performed. Compensation can be utilized for contracting gifted and talented employees, rewarding performance and furthermore reassuring organization loyalty by decreasing turnover. (Hassan, 2016).

Instances of compensations are the Overtime, Bonuses, Accommodation Allowance, Medical Allowance and Commissions. For example, an examination demonstrates that 20 percent of employees has switch their present positions in any event five years. Employee turnover has moved toward becoming has turned into a remarkable part of organizational life. The execution of compensation techniques has been a critical development throughout the most recent several years. An examination did by Frye (2004) clarifies that there is a positive connection between compensation and employee performance. He further clarifies that compensation techniques assumes a significant job in recruiting and retaining talented employees. (Frye, 2004).

The majority of the associations use Performance based compensation to reward employees. (Collins and Clark, 2003). An examination led by Brown et al., (2003) clarifies that compensation decidedly impacts employee's performance. Other than that, Huselid (1995) demonstrates that there is a huge connection between compensations and employee performance. Compensation upgrades employee's wills to work adequately and effectively

(Wright, 2003). There is a huge relationship between compensation and employee's performance (Teseema & Soeters, 2006). Compensation rehearses vigorously impact employee turnover, enlistment and efficiency.

Shoaib et al., (2009) explains that reward is one of the main factors that affects employee performance. He further explains that reward influence and motivates employee and make them to feel satisfied with their jobs. In an examination directed by Khan et al., (2011), workers get pay and reward in return with their exertion that they have put in their activity. On the opposite side, Abdali (2011) clarifies that numerous representatives quit on the grounds that they are not happy with the compensation.

H_0: There is no significant positive relationship between green reward and compensation and employee performance in Government City Council Department in Peninsular of Malaysia.

H_5: There is a significant positive relationship between green reward and compensation and employee performance in Government City Council Department in Peninsular of Malaysia.

3.4.6 The Relationship in between Green Empowerment and Participation and Employee Performance.

Empowering refers to the power or authority given to someone to do something. Empowering leadership refers to the practice of sharing information and power and allocate more responsibilities to employees so that they can take initiative to make decisions in order to solve problem and improve performance (Kirkman & Rosen 1997) Empowerment impacts employee performance through improvising employee skills, opportunity, motivation and also making them responsible for outcomes of their actions. This will contribute to the satisfaction and competence.

As per Arnold et al. (2000), focal point of enabling leadership is the move in the wellspring of control from the leader to his or her member. For instance, transformational leadership impacts employees to move towards organizational dreams and building up the way of life to work for long haul goals and methodologies of the association (Yukl, 2006). To add

on, engaging leadership can prompt a self-leadership capacity among employees. Liden, Erdogan, Wayne and Sparrowe (2006) clarifies that the idea of leader-member exchange is fixated to a great extent on the quality of the leader member relationship, the quality differs from low to high. Interestingly, empowerment expands employee inspiration towards their work.

Besides, empowerment upgrades employees' independence and capacity to settle on claim choices at work. (Lee, Cheong, Kim and Yun, 2017). A few examinations have demonstrated that empowerment and participation relate with different employee performance, for example, work fulfillment (Sparrowe, 1994., Spreitzer et al., 1997), turnover intention and imagination (Zhang and Bratol 2010) and self-leadership (Yun, 2006). Aside from this, some exploration demonstrates that few out of every odd examination has a positive connection between empowerment and participation and employee performance.

For example, an investigation directed by Tekleab et al, (2008) demonstrates a negative connection between's empowerment and employee performance. This incorporates employee adequacy, fulfillment with supervision and level of the employees' self-leadership. As indicated by Ahearne et al., Srivastava, Bartol and Locke (2006), there is an immediate relationship between's empowerment and employee performance that isn't statistically critical in a positive manner.

H_0: There is no significant positive relationship between green empowerment and participation and employee performance in Government City Council Department in Peninsular of Malaysia.

H_6: There is a significant positive relationship between green empowerment and participation and employee performance in Government City Council Department in Peninsular of Malaysia.

3.4.7 The Relationship in between Employee Performance and Sustainable Performance.

The development and enhancement of sustainable employee protects the longevity of an organization and also drives it to success. Organization that aims to connect and produce

results authentically should focus on building a sustainable workforce. Organization sustainability often looks at its impact on the community locally and globally, but actually sustainability starts with employee performance behind the scenes. It unites employees together to create a sustainable performance.

To increase the sustainable performance, organizations constantly coming up with new ways to demonstrate environmental and social responsibility. For instance, sustainable performance is achiever through driving innovation on employee's processes and implementing management practices. In addition, sustainable performance is achieved through 'focused investments in talent'. To explain this, organizations invest in helping employees acquire and build the skills, knowledge, attitude and behaviours to carry out sustainable initiatives and initiate additional fresh ideas.

Focusing into employee's desire also improves sustainable performance to make a positive difference in the organization. . In addition, employee learning, employee commitment and employee performance has a positive relationship towards sustainable performance (Lacy, Arnott and Lowitt, 2009).

H_0: *There is no significant positive relationship employee performance and sustainable performance in Government City Council Department in Peninsular of Malaysia.*

H_7: *There is a significant positive relationship employee performance and sustainable performance in Government City Council Department in Peninsular of Malaysia.*

3.5 Chapter Summary

In a nutshell, this chapter focus on the theoretical framework models that related to our studies and also on the hypothesis development. It provides the insight to our research topic particularly on Green Human Recourse Practice in in Government City Council Department in Peninsular of Malaysia the methodology of this study will be further analysed on the following chapter 4.

CHAPTER 4: RESEARCH METHODS

4.1 Chapter Overview

The chapter four discuss about the methodology that will be implement in the research. We will determine he reach design whether it's quantitative or qualitative. Other than that, we will discuss about the data that will be collected, such as the primary data which will be gathered from the target respondent and also the secondary data such as journals, articles which were published. Furthermore, we will discuss about the research instrument used in the study, survey questions, the pilot study, sampling frame, and also the sample size that will be used.

4.2 Research Process

The research process comprises of seven steps. The research process consist comprises the following stages such as the research area, hypothesis, literature review, data collection method, data collection, data analyses, interpret data, and report.
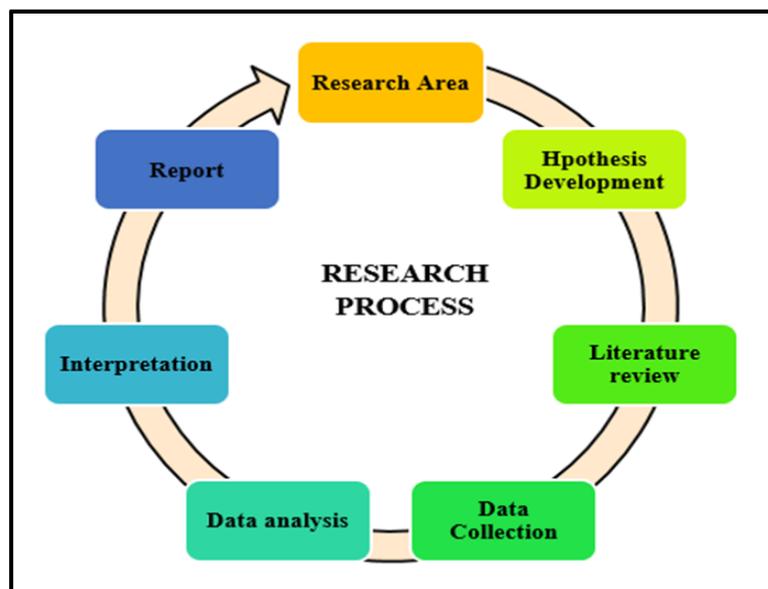
Figure 4.1 Main stages of research process, adapt from: The Ultimate Guide to Writing a Dissertation in Business Studies: a step by step assistance by John Dudovskiy 2018 edition

The above **figure 4.1** shows the main stage of the research process. The first stage of the research process is the research area. This is the stage where, we are required to identify our research area, and based on the area we able to develop our problem statement. During this stage, we also develop the research question and objective. It gives a clear picture or direction regarding the research.

The second stage of research process is the hypothesis development stage. Based on the independent variables and dependent variable, we develop the hypothesis to discuss further about the topic. The review on the literature enable us to identify the relevant theories that related to our research and also serve as an information to develop the hypothesis. The literature review is derived from the secondary data.

Followed by the data collection process where it is the process of collecting the data for our research. It involved the primary data collections, where we collect data from our target respondent by using one of the methods which is the survey. The collection of the data is a critical step because it provides the answer for the research question. The answer that been collected provide the information that needed for the research.

Next step in research process is the data analysis, it is the process of analysing data by using certain software. For our research, we are using PLS SEM software for pilot study and also SPSS Version 23 for the major research. By analysing the data, it provides the result that related to the studied. Once analysed, the result will be review and summarize based on the research questions, which is the interrelationship between the independent variables and also the dependent variables. The data that been analysed will be further discuss in detail in chapter five of our research.

As mention above, the data than have been analysed will be further discussing in detail in data analysis. During this stage, a pilot study will be conducted to recognize the consistency and the face validity of the survey question. The last stage is the reporting stage, where the understanding and the explanation of the research will be discussing. In this stage, we will conclude the overall finding about the research and evaluate impact or interrelationship of the variables toward the dependent variable.

4.3   Research Design

The research on the relationship between employee performance and independent variable is quantitative research. The reason why we choose quantitative research is because it will be carried out among respondents by assigning fixed alternative question about the relationship between employee performance with green management of organizational culture, green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation and green employee empowerment and participation.

Generally, by using **casual research,** it will provide better understanding on how the green management of organizational culture, green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation and green employee empowerment and participation affect the employee performance

4.3.1 The Survey Method

The method that used to gather data for this exploration is survey. The survey is the primary data collection method that used to test the concept, reflect the attitude of people, and show the satisfaction level and many more. As compare to the other methods, survey is more appropriate since it yield wide range of information's. Moreover, survey is easy and convenient to collect the information from the targeted population.

4.4   Research Instrument

The research instrument it's a tool that used by researchers to achieved their objective while conducting the research. In similar way, the research instrument is the tool that been design that aid the collection of data for the research propose. In order to create the instrument,

a measurement is developed to validate it. The same instrument is used to all the question, in order to review its validity and its consistency.

4.4.1 Items generation

For our research, we have adapted questions from other previous studies and there are total of 45 questions. The table below shows the origin of the questionnaire from the researchers and number of items that been applied in our research.

Table 4.1 *Origin of Construct in the Research*

Construct	Number of items	source
Green Management of Organizational Culture	**4**	Hiba Awad Masri(2016)
Green Recruitment & Selection	**5**	Hiba Awad Masri(2016)
Green Training & Development	**5**	Hiba Awad Masri(2016)
Green Performance Management & Appraisal	**4**	Hiba Awad Masri(2016)
Green Reward & Compensation	**3**	Hiba Awad Masri(2016)
Green Employee Empowerment & Participation	**5**	Hiba Awad Masri(2016)
Employee performance	**8**	Werner (1994)
Sustainable Performance	**11**	Zhu, Sarkis & Lai (2008); Pietro (2012)

Source: Developed for Research

The above question is selected based on its capability to meet the minimum acceptable threshold and also the items are reliable was appraise. In order to find the suitable question that related to area of studies, specific construct, theoretical guidance and judgement were utilized in producing the final selection of items.

4.4.2 Operationalization of the process

The scale that used to measure the construct was the Likert scale. According to Likert (1932), it is a measurement that used to ask people to respond to a series of questions based on the topic. Likert scale is a psychometric scale that used in research that employs questionnaire. Likert scale is used in most of the research due to its convenient and easy to get information. The Likert Scale can be divided into four type such as nominal scale, ordinal scale, and interval scale and also ration scale. The Likert scale measurement are range from five or seven and for our research we are using the 5-point Likert scale and also the 7-point Likert scale ranging from (1) strongly disagree to (7) strongly agree.

4.4.3 Exogenous variables

This research utilizes six exogenous variables (Green management of organizational culture; green recruitment and selection; green training and development; green performance management and appraisal; green reward and compensation; green employee empowerment and participation).

4.4.3.1 GHRM (Independent Variables)

The instrument proposed for this examination is an organized questionnaire which intended to investigate the impact of green human resource management (GHRM) on employee performance in environmental health department in government sector such as green management of organizational culture, green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation

and green employee empowerment and participation. The questionnaire was adjusted from Hiba Awad Masri (2016). Further modifications were made to the questionnaire to suite the context of environmental health department employees.

Table 4.2 *Independent Variables*

Original Scale Items	Modified Items
Green Management of Organizational culture	
1. Top management actively support environmental practices	NIL
2. Organizational vision/mission statements include environmental concern	NIL
3. Top management clarify information and values of environmental management throughout the organization	NIL
4. Team/departmental budgets cover environmental impact	NIL

Original Scale Items	Modified Items
Green Recruitment & Selection	
5. Job description specification includes environmental concerns	NIL
6. Environmental performance of the company attracts highly qualified employees	NIL
7. Selecting applicants who are sufficiently aware of greening to fill job vacancies	NIL
8. Recruitment messages include environmental behaviour/commitment criteria	NIL
9. Job positions designed to focus exclusively on environmental management aspects of the organizations	NIL

Original Scale Items	Modified Items
Green Training & Development	
10. Providing environmental training to the organizational members to increase environmental awareness	NIL
11. Take into account the needs of environmental issues when training requirements analysed	NIL
12. Following induction programs that emphasize environmental issue concerns	NIL
13. All training materials are available online for employee to reduce paper cost	NIL
14. Environmental training is a priority when compared to other types of company training	NIL

Original Scale Items	Modified Items
Green Performance Management & Appraisal	
15. Employees know their specific green targets, goals and responsibilities	NIL
16. Roles of managers in achieving green outcomes included in appraisals	NIL
17. Providing regular feedback to the employees or team to achieve environmental goals to improve their environmental performance	NIL
18. Incorporate environmental management objectives and targets in the organization performance evaluation system	NIL

Original Scale Items	Modified Items
Green Reward & Compensation	

19.	Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance	NIL
20.	The company offers a non-monetary and monetary rewards based on the environmental achievements	NIL
21.	Environmental performance is recognised publicly	NIL

Original Scale Items	Modified Items
Green Employee Empowerment & Participation	
22. Introducing green whistle-blowing and help lines	NIL
23. Providing opportunities to the employee to involve and participate in green suggestion schemes and joint consultations for environmental issues problem solving	NIL
24. Organization offers workshops or forums for staff to improve environmental behaviour and exchange their tacit knowledge	NIL
25. Involve employees in formulating environmental strategy	NIL
26. Top manager use teamwork to successfully manage and produce awareness about environmental issues in the company	NIL

4.4.4 Endogenous Variables

4.4.4.1 Sustainability Performance

Sustainable performance goes about as an endogenous variable in this exploration. This develop was surveyed by estimating the supportability to remain in the association. The study on supportability performance has been manufactured dependent on the writing and research previously.

Table 4.3 *Dependent Variables*

No	Original Items	Modified Items
1	Reduction of air (CO_2) emission	NIL
2	Reduction of waste water	Reduction of water
3	Reduction of energy consumption	NIL
4	Decrease in production of toxic/ harmful/ hazardous/ /flammable substances	NIL
5	Decrease in material usage	NIL
6	Improve compliance with environmental standards	NIL
7	Improve market share	NIL
8	Improve company image (company is seen as green company)	NIL
9	Improve company's position in the marketplace	NIL
10	Increase in profitability	NIL
11	Decrease in materials purchasing cost/inventory levels	NIL
12	Decrease in waste treatment/discharge fees	NIL

13	Reduction in environmental accidents cases	NIL
14	Improvement in product quality/reliability	NIL
15	Improve capacity utilization including service delivery speed and production volumes	NIL
16	Improvement in employee's health and safety	NIL
17	Improvement in employee's quality of life	NIL
18	Incentives and engagement for local employment	NIL
19	Development in economic activities	NIL
20	Improvement in community health and safety	NIL
21	Reduction of negative impacts of products, processes and activities on the local community	NIL

4.4.5 Mediating Variables

4.4.5.1 Employee Performance

As portrayed in the theory's improvement area in Chapter Three, this examination tests the employee performance as an interceding variable. Respondents were request to rate their agreement or disagreement on the announcements given on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Table underneath gives the first scale things utilized.

Table 4.4 *Mediating Variables*

No	Original Items	Modified Items
1	Job Knowledge	Nil
2	Accuracy of work	Nil
3	Productivity	Nil

4	Ability to organize work	Nil
5	Dependability	Nil
6	Following policies and procedure	Nil
7	Initiative	Nil
8	Team work	Nil

4.4.6 Demographic Variables

The demographic profile of respondent comprise gender, age, race, educational level, length of service in the organization. The demographic information was utilized to choose if individual demographic distinction happens in the respondents and goes about as control factors.

4.4.7 Control Variables

Employees from the Environment Health Department in government sector are the respondents of this research. In request to offset any mind boggling or confusing impact, the control variable would go about as expert to manage and treat the gender contrasts. In this research, all the demographic factors were included as control variables in regression equation.

4.5   Survey Question

According to explanation of Sekaran (2003), questionnaire had been defined as 'a s combination of written designed questions" which answer by the participant or respondent with the answer which closely to their perception. In this study, questionnaire act as a tool to collect the relevant data. There is four section of question in the formulate questionnaire, the four section represent are Section A, Section B, Section C and Section D.

First section of the questionnaire is related to demographic questions. Demographic question related to respondent personal detail such as gender, age and son on. While the others part includes the items, which related to the construct. The time taken by the participant or respondent to complete the questionnaire are estimated at 20 minutes. The following are the detailed discussion related to each section in the questionnaire.

Section A

In Section A, there are 8 question are enclosed which related to respondent which is their gender, race, age, educational level, length of service in the organizations, job position, state and department.

Section B

In section B, there are consist of 26 question related to the Green Human Resources Management (GHRM) practices. The design of the question are aim to determine how activities involves in development, implementation and ongoing maintenance of policies, practices and system in order to make green organization to improve employees performance and significantly contribute to the environmental sustainability performance. There 26 questions are related to independent variable in the study which is green management of organizational culture, green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation, and green employee empowerment and participation.

Section C

There are some inquiries about the employee's performance. In this section, in role behavior and extra-role behavior of the employee are tested in order to determine the employee's performance among the staff of the environmental health department in government sector. Katz and Kahn have a belief which state that in-role behavior is type of behavior which describe as part of the employees' duty or responsibility and reflects the salary system in an organization (Zhu, 2013). In-role behavior defines by Williams and Anderson as the relevant behaviors that which needed by employee in order to complete of the work duties

(Zhu, 2013).There are some items used to evaluate the employee performance in this study which is job knowledge, accuracy of work, productivity, and ability to organize work.

According to Miles et al (2002), Somech and Drach-Zahavy (2004) state that extra-role behavior are defined as employees' behavior perform the obligation beyond the responsibility state in the formal employment in voluntary basis (Malik & Dhar, 2017). In this study, we determine the extra-work behavior of employee which give impact to the organization efficiency and effectiveness by evaluate items which is dependability, following policies and procedures, initiative, and team work.

Section D

In this section, there are 11 prepared question regarding the sustainability performance. The questions are construct for the purpose to determine organization's capability to perform not only on economic performance but also on the environmental and social performance of environmental health department in government sector.

4.5.1 Translation Process

The languages we use in the study are mainly in English, however there is necessary to undergone translation process in the questionnaire. The purpose of translation process is to minimize the possible differences as the research are carry out at Malaysia and it have the difference in linguistics background and it also enriched with different culture as Malaysia consist of three races which is Malay, Chinese and Indian. The outcome of translation are from English to Bahasa Malaysia which present in the questionnaire. The respondent who is non-English speaker are used the questionnaire of Bahasa Melayu version.

There is variety ways and method to conduct translation such as bilingual technique, committee approach, pre-test and back- translation. When the targeted languages are change to its original sources of languages are known as back- translation method. In this research we use back-translation method as it is the most widely used techniques and it could maximize the

translation and it is easy to be use. Researcher make sure that question are perform in dual languages in the questionnaire which is English version and Bahasa Melayu version.

After the translation of the questionnaire are completed. Researchers are present the draft of the translation of question which in dual languages in order to consult the professional in linguistic. Researchers email the professional to ask the permission to book a consultation time. The professional gives some advice to the researchers regarding the draft of translation and guide us to modify the languages in order to reduce the grammar mistakes. Hence, after the amendment and adjustment, researchers are distributing the question to the respondent to fill their responses

4.6   Pilot Study

In this research, we use the reliability test to enhance the consistency and stability of the data. The objective of conduct reliability analysis was to determine whether the consistency was present in the scale of data. (Leech et al., 2011). Reliability analysis could give the clear picture and shown how the items in questionnaire interdependent with the variables. The test was construct by using Statistical Package for the Social Sciences (SPSS) software version 23 Cronbach's alpha is widely use in measure the reliability when there is multiple Likert question in the questionnaire to form a scale and necessity to determine the scale are reliable in the test.

The interpretation is based on the range of Cronbach's Alpha range was shown as the following table:

Coefficient Alpha Range (α)	Level of reliability
$\alpha \geq 0.9$	Excellent
$0.7 \leq \alpha < 0.9$	Good
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source are picked from Sekaran & Bougie (2009)

Reliability analysis was conducted for independent variables which is green management and organizational culture in order to analyze the reliability of the data that obtained from questionnaire in this research. In this study, the figure of Cronbach's alpha, α value shows for the variables was 0.758 which fall under category between the range above and equal to 0.7 and less than 0.9 , it consider as good reliability. In other words, it means the independent variable (green management and organizational culture) are reliable in this study.

Subsequently, the reliability analysis was carried out for determine the reliability of data for the next independent variable, Green recruitment and selection. In the result of reliability test, the Cronbach's alpha value of green recruitment and selection shows 0.738 in this pilot test. According to the rule of thumb, the Cronbach's alpha value which is 0.738 for green recruitment and selection was indicated as good reliability.

Furthermore, it is essential the variable is able to show the reliability of the variables as it related to consistency of the scale which the data was collected. Based on the result of reliability test on green training and development was presented as 0.648 of the Cronbach's alpha value in the study. This mean the result of reliability of the green training and development are located between the range of Cronbach's alpha which above and equal to 0.60 and below 0.70. Hence, according to the result, the data of green training and development are not very reliable but still can consider acceptable as the 0.60 Cronbach's value was the minimum range which can consider the data of the variable are reliable.

The reliability test was conduct for testing the data for green performance and appraisal in this pilot study. The reliability result for this variable are shown as 0.683 and it is between the coefficient alphas range which above and equal to 0.60 and below 0.70. It had a similar with variable green training and development which the reliability result is classified as acceptable reliability. That mean the n data collected based on the questionnaire from the previous studies are reliable in this study.

Based on the table 4.5, Green reward and compensation shown 0.780 in the reliability result. Obviously, the result of this variable is fall at the coefficient alpha range which above and equal to 0.70 but below 0.90. Hence the consistency and stability of green reward and compensation are satisfied. The variable of green reward and compensation denoted a good

reliability in this study. Thus, reliability result of variable green reward in this study shows it was reliable and less error and adjustment the researchers need to make adjustment and modify.

While green employee empowerment and participation also act as one of the variables in this study. The reliability of this variable is performed figure of 0.701. The reliability result of variable green employee empowerment and participation shows as 0.701 which fall at the coefficient alpha range of above and equal to 0.70 and below 0.90. According to the benchmark, the figure above and equal to 0.7 and below 0.90 is consider as good in its reliability. This result shown the variable are reliable and it means it indicates there are less error occurred and the items are reliable in measure what the study want to test in this study.

In another hand, employee performance act as a mediating variable in this study. Through the reliability test, the employee performance variables show 0.829, which classify under good reliability as this variable had located at coefficient alpha range which is above and equal to 0.7 and below 0.9 and it also above 0.75 benchmark. Hence, the variable employee performance had high correlation between the different items which means that the previous studies are indicate appropriate measure for this study. In the nutshell, data of employee performance are reliable in this study.

The sustainability performance plays role as the dependent variable. Sustainability performance consist of three element which is environmental performance, economic performance and social performance. In this study, researcher is measuring the element of the variable with difference items. In the reliability result shows that sustainability performance was obtained the Cronbach's alpha value of 0.742, which consider as good in reliability which between the coefficient alphas range which above and equal to 0.70 but below 0.90. Hence it can consider as it was reliable. The result of the reliability test is show as the following table:

Table 4.5 *Reliability Test*

Variables	Cronbach's alpha	Items
Independent Variables		
Green management and organizational culture	0.758	4
Green recruitment and selection	0.738	5
Green training and development	0.648	5
Green performance management and appraisal	0.683	4
Green reward and compensation	0.780	3
Green employee empowerment and participation	0.701	5
Mediating Variables		
Employee performance	0.829	8
Dependent variables		
Sustainability performance	0.742	11

4.7　Sampling Frame & Method

The sampling frame represented the appropriate population from which the sample is drawn. All the respondents of this research are the full-time employees of Government City Council. The respondents of Government City Council are targeted by this research which are from Peninsular Malaysia. In the other hand, two-stage sampling technique was used in this study. Simple random sampling is a sampling that every element in the population has an equal chance to be selected as a sample.

Stratified random sampling and convenience sampling technique were used to select full-time employees in Government City Council that have been selected to participate in the study. Chua (2014) proposed that the stratified random sampling, the strata are formed based

on members' characteristics or shared attributes. A random sample from each stratum is taken in a number proportional to the stratum's size when compared to the population. All these subsets of the strata are gathered to form a random sample. Convenience sampling is a non-probabilistic sampling technique that is applicable to qualitative or quantitative studies and it is most frequently used in quantitative studies. As in the quantitative studies, increasing the sample size will increases the statistical power of the convenience sample (Wu, Huang & Lee, 2014).

4.7.1 Sample size

Based on the stratified sampling (STRATA), the sample is 1176. Additionally, based on the Bougie & Sekaran (2016) the sample size is 311 meanwhile based on G power is 103. Then we choose the highest sample size which is the stratified sampling, we were going to distribute the questionnaires to the respondents equally.

Table 4.6 *Number of employees in government city council*

State		Number of employees	Strata
Penang	Engineer/ Ass. Engineer	67	45
	Environmental Health Officer/Assistant	18	12
	Town Planning Officer	45	30
	Accountant	8	5
	Agricultural / Landscape Officer	11	7
Selangor	Engineer/ Ass. Engineer	66	24
	Environmental Health Officer/Assistant	75	27
	Town Planning Officer	74	27
	Accountant	13	5

	Agricultural / Landscape Officer	**47**	**17**
Negeri Sembilan	Engineer/ Ass. Engineer	**13**	**16**
	Environmental Health Officer/Assistant	**16**	**20**
	Town Planning Officer	**24**	**30**
	Accountant	**9**	**11**
	Agricultural / Landscape Officer	**17**	**21**
Kuala Lumpur	Engineer/ Ass. Engineer	**93**	**28**
	Environmental Health Officer/Assistant	**132**	**40**
	Town Planning Officer	**44**	**13**
	Accountant	**27**	**8**
	Agricultural / Landscape Officer	**38**	**11**
Melaka	Engineer/ Ass. Engineer	**45**	**50**
	Environmental Health Officer/Assistant	**13**	**15**
	Town Planning Officer	**12**	**13**
	Accountant	**6**	**7**
	Agricultural / Landscape Officer	**13**	**15**
Johor	Engineer/ Ass. Engineer	**1**	**14**
	Environmental Health Officer/Assistant	**1**	**14**
	Town Planning Officer	**1**	**14**
	Accountant	**2**	**29**
	Agricultural / Landscape Officer	**2**	**29**
Perak	Engineer/ Ass. Engineer	**38**	**23**
	Environmental Health Officer/Assistant	**30**	**18**
	Town Planning Officer	**37**	**22**

	Accountant	25	15
	Agricultural / Landscape Officer	35	21
Perlis	Engineer/ Ass. Engineer	15	19
	Environmental Health Officer/Assistant	15	19
	Town Planning Officer	22	27
	Accountant	10	11
	Agricultural / Landscape Officer	19	24
Kedah	Engineer/ Ass. Engineer	47	25
	Environmental Health Officer/Assistant	39	20
	Town Planning Officer	45	23
	Accountant	26	14
	Agricultural / Landscape Officer	35	18
Pahang	Engineer/ Ass. Engineer	21	15
	Environmental Health Officer/Assistant	17	12
	Town Planning Officer	24	17
	Accountant	16	12
	Agricultural / Landscape Officer	60	44
Kelantan	Engineer/ Ass. Engineer	11	17
	Environmental Health Officer/Assistant	9	14
	Town Planning Officer	30	45
	Accountant	16	24
	Agricultural / Landscape Officer	0	0
Terengganu	Engineer/ Ass. Engineer	11	27
	Environmental Health Officer/Assistant	14	34

Town Planning Officer	**3**	**7**
Accountant	**8**	**20**
Agricultural / Landscape Officer	**5**	**12**
Total	**1616**	**1176**

Table 4.*7 Sum of employee in government city council*

Sum of the government city Council in peninsular Malaysia	**Sum of Employee**	**Strata**
Engineer/ Ass. Engineer	**428**	**27**
Environmental Health Officer/Assistant	**379**	**24**
Town Planning Officer	**361**	**22**
Accountant	**166**	**10**
Agricultural / Landscape Officer	**282**	**17**
Total	**1,616**	**100**

4.8 Justification of The Selected Sample

Previous studies on government city council had recovered on transparency (Talib, Ismail & Adelabu, 2017), Administrative Modernization (Husaain & Brahim, 2006) and Leader-Member Exchange, Organization Citizenship Behaviours and Job Satisfaction (Ibrahim, Amin & Salleh, 2014) but very less on perceived GHRM practises on employee performance in government city council. There is no study that had been carried out to determine the Green HRM and employee performance on government city council in Peninsular Malaysia.

The reason of choosing the Peninsular Malaysia sample focusing on government city council was because they were implementing the Green Human Resource Management

practises. We want to investigate and determine that how the impacts of GHRM practises will affect the employee performance in government city council.

4.9 Data Collection

According to Khalid, Hilman and Kumar (2012) state that, process of data collection is playing the significant role as the accuracy of the data which collect from the questionnaire must be guarantee and it must objective for the research.

In this this study, we are using some appropriate technique in order to improve the accuracy of collected data. The technique uses by the researcher which is interview technique and questionnaire and survey technique. The interview is conduct formally by us in 'Majlis Daerah Kampar'. The interview was conduct in person and face to face basic. The researchers (interviewee) who prepared a clear and open-ended question to ensure the question are understandable and clear for the interviewer to give the appropriate and accurate respond.

Besides, we also use the questionnaire and survey technique in order to collect the data. The questionnaire and survey form are distributing personally to the staff of MDK Kampar. The questionnaire is administered in paper-and pencil mode. In addition, self -administered questionnaire technique also used by us in data collection process. Self-administered technique means the respondent can read and answer the questions without the presence of trained interviewer. Through this approach of data collection, the probability of social desirability bias could be minimizing. Self-administered questionnaire technique are kind of approach that distribute to the respondent and collected back after the question is completed. After collect back the questionnaire, we are analyzed the data by using Statistical Package for the Social Sciences (SPSS) software.

4.10 Data Analysis

Researcher analyse and interpret data using the Statistical Package for Social Science (SPSS) version 23. This research applied some analysis which is descriptive analysis of demographics and variables, reliability analysis and inference analysis.

4.10.1 Descriptive Analysis

Descriptive analysis is referred to what statistics is showing information about population or samples (Zikmund, 2003). Statistics that are widely used in descriptive analysis are mean, median, mod, variance, range and standard deviation. Frequency analysis of data sets is to transform data into a bar chart, histogram or pie chart into each variable accurately and effectively. This analysis describes the data collected through questionnaire questions. In this study, descriptive analysis was conducted to collect information about respondents' personal details like employment status, age and academic position.

Descriptive analysis is refer to information which displaying statistics approximately population or samples (Zikmund, 2003). Statistic that are widely used in descriptive analysis are mean, median, mode, variance, variety and standard deviation. Frequency analysis of data sets is to convert information right into a bar chart, histogram or pie chart into each variable appropriately and successfully. This analysis describes the data collected through questionnaire questions. In this observation, descriptive analysis was carried out to collect facts about respondents' personal information like employment popularity, age and educational role.

4.10.2 Measurement Scale (Reliability Analyses)

Reliability is unbiased and improves consistency of measurement (Sekaran et al., 2010). Alpha Cronbach could measure the reliability and consistency of both independent and dependent variables. SPSS version 23 was used to calculate this Alpha Cronbach. The Alpha Cronbach scale range is between 0 (inconsistent) to one (absolutely regular). Consistent with Zikmund, Babin, Carr and Griffin (2010), the alpha coefficient (α) stated as follows:

Range	Reliability Level
$\alpha = 0.80\text{-}0.95$	as excellent reliability
$\alpha = 0.70\text{-}0.80$	as good reliability
$\alpha = 0.60\text{-}0.70$	as fair reliability
$\alpha < 0.60$	as unacceptable reliability

4.10.3 Partial Least Square (PLS)

SmartPLS is used to analyse component-based SEMs. An alternative technique of SEM-based variance such as AMOS and LISREL. SmartPLS is developed by the German Institute of Hamburg and it could get or downloaded free but must register or check in first. SmartPLS is a software application for (graphical) path modelling with latent variables (LVP). The partial least squares (PLS) -technique (PLS) used for evaluation of LVP-in software. smart PLS makes use of JAVA language, so earlier than the usage of smart PLS it is a great concept to put in Java Runtime environment (JRE), which may be downloaded loose on solar Microsystems internet site

There is some advantage of Smart PLS software:

1. Orientation of smart PLS analysis is toward prediction rather than model of confirmation.

2. The smart PLS method is considered strong as it does not rely on assumptions.

3. Smart PLS allow the confirmation of the theory and explain the relationship.

4. The number of samples need in the analysis is quite small and the data in the smart PLS analysis would not display a normal distribution.

5. Smart PLS could use to test formative and reflective models by using distinct measurement scale indicators in a single model. No matter the types of scale (category ratios, Likert, etc.) can be tested in the single model.

4.11 Chapter Summary

The necessary to use a positivist paradigm with the aim of collecting answers to the research questions has been justified. Thus, it includes essential elements in this research which is constructing, research design and administering the instruments, the pilot study and data analysis method. Preliminary study will be further discussed in next chapter (Chapter 5).

CHAPTER 5: PRELIMINARY ANALYSIS

5.0   Chapter Overview

This chapter discusses detail regarding the result statistical analyses. It started with a descriptive analysis of the data, detection of missing data, detection of outlier, normality test, common method bias, non-response bias. The research is used SPSS version 2 to analyze data in order to further explain and test the hypothesis.

5.1 Measurement Scale

5.1.1 Nominal Scale

According Zikmund (2010), nominal scale is the most basic scale measurement among other three types of scale design such as ordinal scale, ratio scale, interval scale and It is used to analyze and also classify values of object, and they can be classified as non-metric and qualitative measurements. It does not include in any quantitative measures, there are only a very convenience mechanism to categories into a specific group. There are one questions in section A using nominal scale, question 1 (gender), question 3 (Race), question 6 (job position), and question 7(state).

Table 5.1 *Example of nominal scale*

1. Gender
☐   Male

5.1.2 Ordinal Scale

Ordinal Scale is one of scale in ordering basis and its values are meaningful. However, its value cannot be classified. It gives objects, people or places according to their magnitude in a particular order (Zikmund 2016). Question 2 (Age) and 3 in section A uses an ordinal scale and question 4 (level of education), question 5 (length of service). One of the examples is shown below:

Table 5.2 *Example of ordinal scale*

2. Age
☐   below 25
☐   25-35

5.1.3 Likert Scale

According to Zikmund (2016), the interval scale is similar as the ordinal scale but it also includes information which differences in concept quantity. Zero interval scale is known as zero point zero which means zero is still consist meaningful in its value. The interval scale is a scale that regulates not only the object, the size of the object or the place in a certain order, but also the time interval arrangement. All questions in section B use an interval scale to design questions.

Table 5.3 *Example of Likert scale (section B)*

No	Green Management of organizational	To a slight extent	Somewhat to slight extent	To a moderate extent	Somewhat to large extent	To a large extent
1.	Scale	1	2	3	4	5

5.1.4 Data Processing

Data processing is a type of computer technique that transforms data into a meaning of information. Data processing is the process of collecting and manipulating data conducted using computer database. Data processing includes process of checking, editing, encoding and transcription and determining any special or unusual data treatment such as missing data. In this study, researchers will use SPSS and SMART PLS in data processing.

5.1.5 Data Checking

Data checking is a process for identify the accuracy by checking the completeness of data information collected from population samples (Zikmund, 2016). This is the step 1 in conduct data processing as it is used to make sure all questionnaires distribute to respondents are returned. In addition, through data checking this it also helps to check the completion of the questionnaire and ensure there is no data omission. Data checking is a process for identify the accuracy by checking the completeness of data information collected from population samples (Zikmund, 2016).

This is the step one in conduct data processing as it is used to make sure all questionnaires distribute to respondents are returned. In addition, through data checking this it also helps to check the completion of the questionnaire and ensure there is no data omission.

Researcher are making sure that all the data are reliable, the purpose of this steps is to ensure consistency in the reliability test results.

5.1.6 Data Coding

Data coding is a procedure of identify the similarities and contrasts disclose by the narratives of participation. Data Coding could assist in comprehend the participation opinion (Sutton &Austin, 2005). It was necessary researcher use data coding while the implication of qualitative data (Blair, 2015). While the researchers perform data coding, they will use number to denote each of the data.

Table 5.4 *Coding for demographic questions*

No. of Question	Label	Scale
Q1	Gender	• "Male" – 1 • "Female" - 2
Q2	Age	• "Below 25" – 1 • "25-35" - 2 • "36-45" - 3 • "46-55" - 4 • "More than 55" -5

5.2   Preliminary Test

According to Teijlingen & Hundley (2001), pilot study is defined as a trial version of a research before the actual study is conducted. In addition, Teijlingen & Hundley also state that there are many authors are emphasizing pilot study are helpful to enhance accuracy in the measurement as a fundamental to any research (Dikko, 2016).

Before the main research are carried out, it is necessary to conduct the pilot study. In this study, researcher is using 38 employees from 'Majlis Daerah Kampar' (MDK) for conduct

pilot study. There are several questions are designed for the purpose of research. The researchers were visited MDK and ask permission to conduct a pilot study for academic purpose. The staff that in- charge was told the researcher regarding they will arrange the time for interview session.

After received inform from the staff who in-charge, researcher is conduct an short interview session with Mr. Goh Seng Chee, as Pengawai Tadbir from Public Health Department. From the interview session, we gain some valuable information that benefic to the research. Besides, also recognize that some of the question in the questionnaire need to modify and amend by the researcher.

According to Mr Goh said that they do not contribute much on the economic performance which stated in questionnaire in the previous studies if compare to environmental performance and social performance as the economic performance was mostly practice by the business or private sector but not governmental sector. Hence, researchers are making adjustment to delete and remove the practice that not practice by the interviewer and departments in order to obtain the accurate responds from the respondents. In addition, researchers are amended and modify the question in sustainability performance as it is not practice by staff of government city council. The question modified on items which from reduction of waste water to reduction of water.

Furthermore, through the interview session, researcher realize there is other position and department in governmental city council that practice and implemented green human resource management. Mr Goh provide the researcher some of the example the position in city council who involve in Green Human Resource Management (GHRM) which is environmental and health officer, engineer, assistant engineer, town planner, accountant and also some of the related public workers.

In addition, he also told some example of related department that practice GHRM such as engineering department, town planning department and treasury department. In addition, researcher also know that there are total 136 of local authority that involve in GHRM practice. Hence, researchers realize it is necessary to change their target population from environmental health department in governmental sector to another governmental city council department in peninsular Malaysia.

Throughout the interview session, the dialog between the interviewer and interviewee are not allow any recording to ensure the confidential of the information. After the interview session, researcher is making adjustment of the questionnaire and distribute it to 38 staff in Majlis Daerah Kampar (MDK) to conduct the survey and recorded the feedback. The researcher is hand over the questionnaire to the representative or people in-charge to distribute the 38 questionnaires to the respondent who that required by the researcher. The respondent is given 3 day of the working day to complete the questionnaire. After the questionnaire are completed, researchers collect the questionnaire and record the responses and analyses the data according the feedback.

5.3   Chapter Summary

There are six independent variables which had been selected to perform this research which is green management and organizational culture, green recruitment and selection, green training and development, green employee performance and appraisal, green reward and compensation and green employee empowerment and participation. The rational of this study was to determine these independent variables whether the significant relationship is existed between mediating employee performance and dependent variable sustainability performances.

CHAPTER 6: RESEARCH RESULT

6.0 Chapter Overview

This chapter discusses about the statistical analyses results. It commences with a descriptive analysis of the data, outliers' detection, missing data detection, normality test, common method bias, non-response bias. It talks about the PLS regressions which test the research model and eventually those hypotheses will be explained in detail.

6.1 Preliminary Analysis

The data was found out for missing values, outliers, normality assumption and multicollinearity. The next part is including common method bias result and non-responsive bias result. Then, the descriptive statistics were done to expose the main feature of the data in this study.

6.1.1 Data Processing

Data processing is a process that describes the prepared data. It includes few steps like editing, coding, checking, transcribing, and specifying any special data before analysing. The first process of data processing is data checking and an important procedure for researchers to confirm that no missing data or answer from each questionnaire. Then, researchers are able to check and ensure that the questionnaire are completed answer by the respondents.

Data editing is the next process after data checking. Editing and scanning the information from questionnaire help to make sure that the information is consistent and legible. According to Zikmund, Babin, Carr & Griffin (2013), when the researcher found that some of the information or answers are missing out, they still can-do data adjustment to make the questionnaire more accurate complete and consistent.

The dataset can have missing value for different reasons such as long questionnaire, participants can lose the questions suddenly or deliberately ignore some parts or participants may not want to answer personal questions (Field, 2005). Based on Field (2005), he suggests three effective approaches to overcome those missing data:

1. Listwise removal: Do not include cases that have a score that is missing from the analysis.

2. Pairwise deletion: Instead of eliminating the cases with scores missing, the case is only released analysis of variable compensation.

3. Change the scoring lost with the average score: Replaced missing data with the corresponding variable average score.

According to Zikmund, Babin, Carr, and Griffin (2013), the third step of process is data coding which use for classifying and identifying every answer with a character symbol or numerical score.

6.1.2 Outliers detection

Outlier is a value of the other data set and did not depict the characteristics of the data (Field, 2005). An outlier is an observation point away from other observations in statistics. An outlier may be due to variability in the measurement or may indicate experimental error. The outliers can happen by chance in any distribution but they often show the measurement error or that the population has a weight distribution tails and then outliers can cause the model to be biased (Tabachnick & Fidell 2001). So, outliers should be removed or recoded before the SEM analysis.

Outliner were identified using univariate (box- plots histograms, and standardised Z score) and multivariate detections (Mahalanobis D2 distance). For univariate detection, besides examining box-plots and histograms, each variable was examined for the standardised (z) score. According to Hair et al. (1998) for large sample size, $z > 4$ is evidenced of an extreme observation.

The data were further t be examined by using the multivariate detection. Mahalanobis D2 distances are generated for each case using SPSS Regression with case number when the dependent variable and all non-demographic measures as independent variables. Higher D2 values (> 3.5) represent potential multivariate outliers (Hair et al. 1998).

Mahalanobis D2 distance was processed for each case utilizing SPSS Regression, in the present examination, alluding to the Chi-Square table, with 7 degrees of freedom (7 variables) and the significance level of 0.05, the basic worth is 14.07. Accordingly, in this investigation, any Mahalanobis D2 distance score worth surpassing 14.07 speaks to potential multivariate outliers. As appeared in Appendix Z the most extreme score for Mahalanobis D2 distance is 11.52 which is littler than the basic estimation of 14.07.

Likewise, as appeared in Appendix Z Mahalanobis D2 distance was registered for every case and as indicated by information examination demonstrates that all cases do not surpass the basic estimation of 14.07. In that capacity, there is no anomaly in the informational index as detailed in this examination. Accordingly, every one of the 106 cases were held as a conclusive informational collection in this investigation.

6.1.3 Normality analysis

Based on Field (2005), Kolmogorov-Smirnov and Shapiro-Wilk test can be use to determine the assumption of normality of data. If the test is not significant (p> 0.05) then it showed that the distribution may be normal but when the test was significant (p<0.05), the distribution in question may not be normal. Conversely, large sample size can easily lead to critical decisions in the second test signal instead of the normal distribution. Therefore, skewness and kurtosis statistics must be examined when it comes to checking normal distribution. Kolmogorov-Smirnov test results are significant (p<0.05) for all the goods which indicates that the data may not be normal. Subsequently, the statistical skewness and kurtosis were also carried out.

According to Weston, Paual, & Gore (2006), none-normal distribution is not a important thing in PLS base SEM. As the SEM-PLS study for distribution is not unusual,

researcher does not need to make any effort to change the data to meet the assumption of normality. The normality test also been done in WEBPOWER.According to Weston, Paual, & Gore (2006), none-normal distribution is not an important matter in PLS base SEM. As the SEM-PLS study for distribution is not unusual, researcher does not need to make any effort to change the data to meet the assumption of normality.

6.1.4 Multicollinearity analysis

The correlation matrix of all items was calculated by using IBM SPSS Statistics to obtain the Variance Inflation Factor (VIF) values because SmartPLS does not give these numbers. We need to have a VIF of 5 or lower (i.e., Tolerance level of 0.2 or higher) to prevent the collinearity problem (Hair, Ringle, & Sarstedt, 2011). Thus, the results indicated that there was no evidence of multicollinearity.

6.1.5 Common Method Bias

Common Method Bias are the systematic error variance which may lead prejudice against the estimated relationships between the measure, thus it may lead the common bias occur. According to the review of Podsakoff et al. (2003), Podsakoff, MacKenzie, and Podsakoff (2012), and MacKenzie and Podsakoff (2012).We estimated we have one similar source of common bias which is using similar respondents in the survey to provide information on both independent and dependent variables , it could one of the factor to lead the bias (Jakobsen & Jensen, 2014).Therefore, in order to reduce the bias effectively, it is an important step to keep their responses confidential and convince them that there is no definitely correct or wrong answer, and told them they only need to give responses truthfully and honestly according to their observation and own perception (Podsakoff et al 2003.).

The appropriate guideline and instruction are express to all respondents during the survey and guaranteed their responses to be anonymous. This fact also been declaring clearly and perform in the written form before the distribution of the questionnaire to the respondents. This may lead the participation level increase and encourage them to responds depend on own

opinion and make sure the responds are in clear and accurate condition among respondents. Furthermore, we also check the answer to reduce the likelihood of respondents in giving respond according the question systematically. (Podsakoff, MacKenzie, Lee & Possakoff, 2003).

Besides, Harman single test was conduct after collecting the data in order to study the potential impact of the usual weight (Harman, 1967). The reason of proceed Harman single factor is due to Harman Single factor test able to provide accurate estimate and calculate the similar variance in designing research methods (Malhotra et al. 2006). It able to have a clear and understandable explanation about the variance in data if there is emerge of single factor the analysis of a huge number of factors If a single factor emerges from the analysis of a large number of factors that explain the variance in the data .The analysis result shows 77% of the total variance.

In multivariate analyses, collinearity is usually assessed as a predictor-predictor relationship phenomenon, where two or more predictors are checked for redundancy. This type of assessment addresses vertical, or "classic", collinearity. However, another type of collinearity may also exist, here called "lateral" collinearity (Kock & Lynn (2012). It refers to predictor-criterion collinearity. Lateral collinearity problems are exemplified based on an illustrative variance-based structural equation modeling analysis.

The analysis employs SPSS version 25 with the results double-checked with other statistical analysis software tools. It is shown that standard validity and reliability tests do not properly capture lateral collinearity. A new approach for the assessment of both vertical and lateral collinearity in variance-based structural equation modelling is proposed and demonstrated in the context of the illustrative analysis as suggested by Kock & Lynn (2012). Base from the results the VIF shows below 3.3 and it's archived.

6.1.6 Analysis Demographic profile respondents

A detailed profile of demographic of respondents are shown in the table 6. A well-designed questionnaire was distributing to all the respondent we targeted by using online

survey form, email and self-collect method. These primary collections we applied in this study as it was convenience way for us to collect data from different region in Peninsular Malaysia. However, we have only received 106 set of questionnaires that is sufficient detail and information for us to conduct the study.

Table 6.1 *Demographics profile of respondents from Government City council in Peninsular Malaysia*

		Frequency	Percent	Cumulative Percent
Gender	Male	39	36.8	36.8
	Female	67	63.2	100.0
	Total	106	100.0	
Race	Malay	62	58.5	58.5
	Chinese	7	6.6	65.1
	Indian	37	34.9	100.0
	Total	106	100.0	
Education	SPM	12	11.3	11.3
	STPM/ Dip	38	35.8	47.2
	Bachelor degree	10	9.4	56.6
	Master Degree	45	42.5	99.1
	others	1	.9	100.0
	Total	106	100.0	
Position	Engineer	18	17.0	17.0
	Asst Engineer	10	9.4	26.4
	Town Planning officer	11	10.4	36.8
	Accountant	27	25.5	62.3
	Environment Health Officers	14	13.2	75.5
	General / Environmental health	17	16.0	91.5
	Ass. Environmental Health Officers	4	3.8	95.3

	Agricultural landscape officers	5	4.7	100.0
	Total	106	100.0	
State	Perlis	1	.9	.9
	Perak	60	56.6	57.5
	Pahang	1	.9	58.5
	Selangor	4	3.8	62.3
	Wilayah/ Kuala Lumpur	19	17.9	80.2
	Kelantan	3	2.8	83.0
	Pulau Pinang	4	3.8	86.8
	Melaka	1	.9	87.7
	Negeri Sembilan	13	12.3	100.0
	Total	106	100.0	

Source: Generate from SPSS version 22

According to Table 6.1, among the total of 106 respondent, there are 39 of male (36.8%) and 67 female (63.2%). Obviously, majority of female are responsive to our survey. There are 3 different races of respondent's involves our survey which is Chinese, Malay and Indian. Table 5.1 indicates that the majority of our respondent is Malay, following by Indian and Chinese. As the detailed information, the Malay respondents occupied 58.5 % and Indian have 34.9% and the least percentage of respondent is Chinese which occupied only 7%. From the employee or workforce in Government City Council of Peninsular, the educational level of them are at least Sijil Pelajaran Malaysia (SPM). Based on table 6.1, majority of the employees or worker are having high educational level at master degree (42.5%), following by Sijil Pelajaran Tinggi Malaysia (STPM)/ Diploma (35.8%), SPM (11.3%) and lastly followed by Bachelor degree (9.4%) and other categories of education level occupied 0.9%.

In view of designation, 25.5% are Accountant in the organization, followed by 17.0% as Engineer. While, General / Environmental health officer have 16%, and Environment Health Officers having 13.2% Town planning officer occupied 10.4% and follow by Assistant Engineer which occupied 9.4%. Besides, Agricultural landscape officers also have 4.7% and lastly Assistant Environmental Health Officer obtained 3.8 % in the organization. All the location of government city council in Peninsular Malaysia, we do distribute the questionnaire.

However, we only successfully collected from different state which are Perlis, Perak, Pahang Selangor, Wilayah/ Kuala Lumpur, Kelantan, Pulau Pinang, Melaka, and Negeri Sembilan. The great figure of percentage which respondent are react responsive to our survey are mostly contributed by Perak (56.6%), follow by Wilayah/ Kuala Lumpur (17.9%) and Negeri Sembilan (12.3%). In Contrast, another few states shown passive responds to the survey which is Selangor and Pulau Pinang, these both occupied same percentage of 3.8% respectively. Moreover, Kelantan Shown 2.8% responsive and lastly follow by three state which having same percentage in contribution of feedback (0.9%) which is Perlis, Pahang and Melaka.

6.1.7 Analysis descriptive statistics of study variables

Table 6.2: *Summary of Descriptive Statistics of the Study Variables*

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
GMOC	106	2.50	5.00	4.1722	.67026
GRS	106	1.00	5.00	3.7698	.86841
GTD	106	1.00	5.00	3.9472	.85981
GPMA	106	1.00	5.00	3.8491	.81553
GRC	106	1.00	5.00	3.7673	1.08102
GEEP	106	1.00	5.00	3.8981	.88554
EP	106	4.00	7.00	5.7618	.78973
SP	106	2.45	5.18	4.0352	.61242
Valid N (listwise)	106				

Source: Generated from Smart PLS version 3

Note: **GMOC***: Green Management of Organization Culture,* **GRS***: Green Recruitment and Selection,* **GTD***: Green Training and Development,* **GPMA***: Green Performance and Appraisal,* **GRC***: Green Reward and Compensation,* **GEEP***: Green Employee Empowerment & Participation,* **EP***: Environmental Performance, SP: Sustainability Performance*

Table 6.2 above shown the mean and standard deviation for every construct in our model study. The result above stated in the table 6.2 showed that mean and standard deviation for all the variables in our related study mostly results in the between 3 and 4 Likert scales. In addition, Likert scales variables are closely to mean 4 where most of them are quite agree towards the sustainable performance mediated by Environmental Performance shown the result of mean closely to 6. This means that green HRM practices are not up to the level of consent in all government council city department because the average mean shows below the scale of 4 and more than 3.

6.2 Rating Outer Model (Measurement Model)

For our thesis research, we have used the Smart PLS system to test the hypothesis. The Smart PLS is a system that provide a practical guide on how to use the evolving statistical technique to conduct a research and obtain a solution. According to David (2016), stated that the Smart PLS is characterizes as one of the most suitable technique in predicting or exploratory modeling. Basically, there are two element that used as an indicator in Smart PLS which is the reflective and also formative outer model.

According to Hair, Hult, Ringle, and Sarstedt (2014), the outer model of PLS examine the reliabilities of independent variables (indicator reliability), the latent variables (Cronbach alpha & Compsite reliability), contrast validity (loading and cross-loading), convergent validity (AVE) and also the discriminant validity.
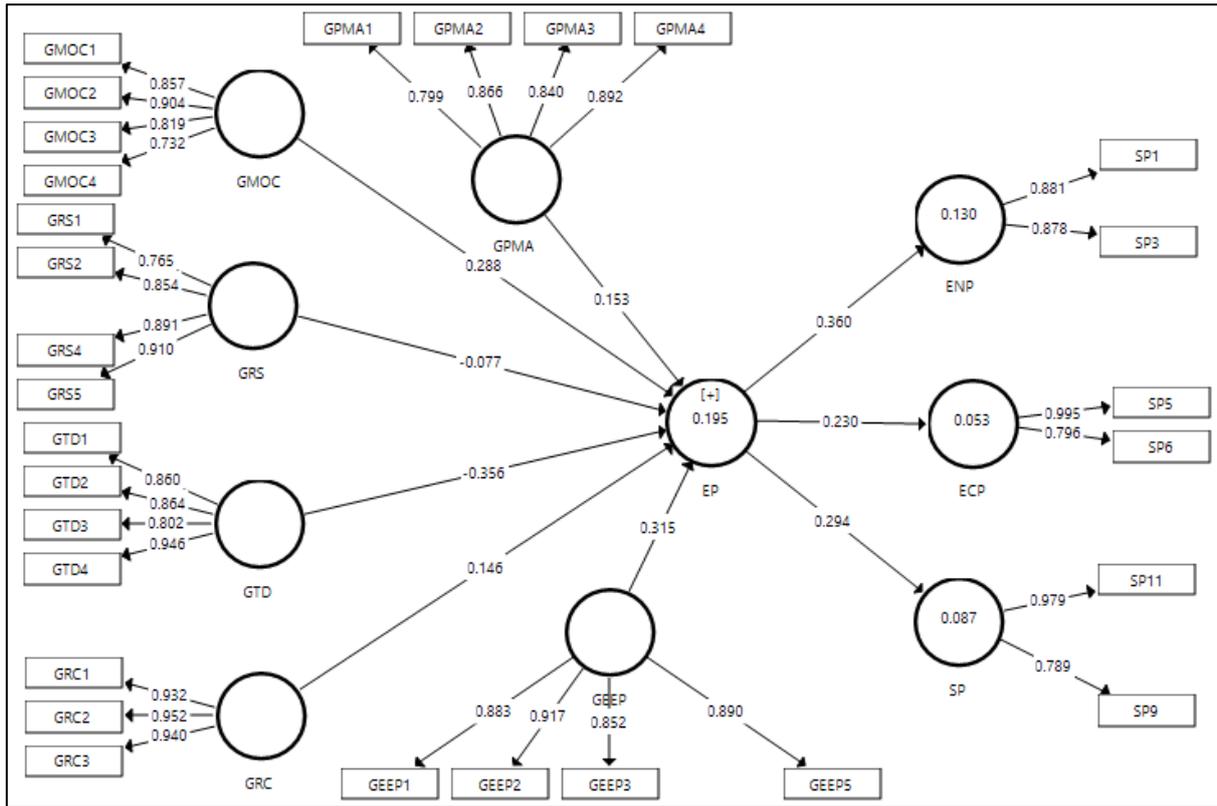
Figure 6.1 Path Coefficients among the Independent Variables, and Dependent variable

Note: **GMOC**: *Green Management & Culture,* **GRS**: *Green Requirement & Selection,* **GTD**: *Green Training & Development,* **GRC**: *Green Reward & Compensation,* **GTD**: *Green Training & Development,* **GRC**: *Green Reward & Compensation,* **GPMA**: *Green Management Performance & Appraisal,* **GEEP**: *Green Empowerment & Participation,* **EP**: *Employee Performance,* **ENP**: *Environmental Performance,* **ECP**: *Economic Performance, And* **SP**: *Social Performance.*

The above figure 4.1 shows the construct of Green HRM practice which are Green Management & Organization Culture, Green Recruitment & Selection, Green Training & Development, Green Reward & Compensation, Green Performance Management & Appraisal, Green Employee Empowerment and Participation, Employee Performance, Environmental Performance, Economic Performance, and Social Performance.

The Green HRM variables are uses different indicator such as the Green Management & Organization Culture uses 4 indicator such as GMOC1, GMOC2, GMOC3, GMOC4, the Green Recruitment & Selection uses 5 indicator GRS1, GRS2, GRS3, GRS4, GRS5, the Green

Training & development uses 5 indicator GTD1, GTD2, GTD3, GTD4, GTD5, the Green Reward & Compensation uses 3 indicator GRC1, GRC2, GRC3, the Green Performance Management & Appraisal uses 4 indicator GMPA1, GPMA2, GPMA3, GPMA4, and the Green employee Empowerment & participation uses 5 indicator such as GEEP1, GEEP2, GEEP3, GEEP4 and GEEP5.

Meanwhile for the Sustainability Performance there are 3 different variables such as Environment performance, Economic performance and Social performance and uses 11 indicator such as SP1, SP2, SP3, SP4, SP5, SP6, SP7, SP8, SP9, S10, and SP11. Several variables such as GRS3, GTD5, GEEP4, SP2, SP4, SSP7, SP8, and SP10 are deleted because the indicator shows less than 25%. According to Hair, Hult, Ringle, and Sarstedt (2016), stated that indicator with less than 25% can be deleted in order to make the model fit.

6.3 Measurement Model

In order to analyze the hypothesis for this research, it is essential to examinations the measurement model since it guarantees either the model is fir or not. The main objective of this measurement model analysis is to analyze that the measurement used in the thesis are valid and they adequately reflect the underlying theoretical constructs.

6.3.1 Testing Outer Model (Measurement Model)

According to Latan, Hengky, Ramli & Nur Ainna (2013), stated that to assess the outer model of this research, there are three criteria that needed to be consider such as the Convergent Validity, Discriminant Validity and also the Composite Reliability. Based on the above figure 4.1, it shows the full structural equation model to access the outer Smart PLS system model.

First Order	Second Order	Items	Loadings	Outer weights	T Value	Crn's Alpha	rho_A	CR	AVE	VIF
Employee				N/A	N/A					
Performance		**EP1**	0.782			0.909	0.914	0.928	0.648	2.409
		EP3	0.749							3.569
		EP4	0.853							4.644
		EP5	0.78							2.268
		EP6	0.852							3.691
		EP7	0.863							3.302
		EP8	0.746							2.804
Green				N/A	N/A					
Employee										
Empowerment										
&										
Participation		**GEEP1**	0.883			0.91	0.941	0.936	0.784	2.84
		GEEP2	0.917							3.421
		GEEP3	0.852							2.72
		GEEP5	0.89							2.425
Green				N/A	N/A					
Management										
&		**GMOC1**	0.857			0.85	0.87	0.898	0.69	3.045

Organization Culture									
	GMOC2	0.904	N/A	N/A					3.837
	GMOC3	0.819							1.843
	GMOC4	0.732							1.64
Green Performance Management & Appraisal			N/A	N/A					
	GPMA1	0.799			0.874	0.907	0.912	0.723	1.992
	GPMA2	0.866							2.03
	GPMA3	0.84							2.293
	GPMA4	0.892							2.578
Green Reward & Compensation			N/A	N/A					
	GRC1	0.932			0.936	0.953	0.959	0.886	3.904
	GRC2	0.952							4.2
	GRC3	0.94							4.09
Green Recruitment & Selection			N/A	N/A					
	GRS1	0.765			0.884	0.958	0.917	0.734	2.059
	GRS2	0.854							2.602

Construct	Item								
	GRS4	0.891							2.595
	GRS5	0.91							2.511
Green Training & Development			N/A	N/A					
	GTD1	0.86			0.905	1.369	0.925	0.756	2.989
	GTD2	0.864							3.006
	GTD3	0.802							2.297
	GTD4	0.946							2.483
ENP	SP1	0.881			0.706	0.706	0.872	0.773	1.424
	SP3	0.979							1.716
ECP	SP5	0.995			0.847	3.827	0.895	0.812	1.424
	SP6	0.796							2.169
SP	SP9	0.789			0.785	1.55	0.881	0.79	2.169
	SP11	0.878							1.716
Sustainable Performance									
	ENP	0.819	0.806	2.466	0.802	0.836	0.882	0.714	1.569
	ECP	0.893	-0.109	0.335					
	SP	0.821	0.385	1.111					

Table 6.3 *Reliability of Constructs (*Source: Data Processing SmartPLS 3.0)

*Note : **GMOC**: Green Management & Culture, **GRS**: Green Requirement & Selection, **GTD**: Green Training & Development, **GRC**: Green Reward & Compensation, **GTD**: Green Training & Development, **GRC**: Green Reward & Compensation, **GPMA**: Green Management Performance & Appraisal, **GEEP**: Green Empowerment & Participation, **EP**: Employee Performance, **ENP**: Environmental Performance, **ECP**: Economic Performance, And **SP**: Social Performance/A : Not Applicable*

Table 6.3 shows the outer model of Green HRM which is the Green Management & Organization Culture, Green Recruitment & Selection, Green Training & Development, Green Reward & Compensation, Green Performance Management & Appraisal, Green Employee Empowerment and Participation, Employee Performance, Environmental Performance, Economic Performance, and Social Performance. Based on the above table, it shows that the entire leasing factor are more (>) than 0.5, which means that all the data above is valid and fit.

Meanwhile, the value for composite reliability on the above table are > 0.7 and the rho A ranged from 0.8. This indicate that, the variables in this study were fully reliable. Furthermore, the minimum requirement for the AVE is 0.5 and the AVE in the above table shows that it is more than the minimum requirement. The research also shows that the VIF requirement is also have been fulfilled. According to Yong and Pearce (2013), stated that minimum threshold is 9 and based on VIF on the table it shows that the requirement has also been meet.

Other than that, the table 6.3 also shows the second order construct model. The Second order model for this research is the Green HRM. The Second order model is use to explain the hypothesis that apparently distinct but related construct can also be explained by one or more higher order underlying common construct. Based on the second order model, the outer weight in term of ENP, and SP shows a positive outcome which means significant, meanwhile the ECP shows negative outcome which means that it is not significant. The negative outer weight means that the latent variable score s not within the range of 0-100.Furthermore, the T Value for second order show that the T value for ENP, EC and SP positive and the ENP t value are higher compare to ECP and SP.
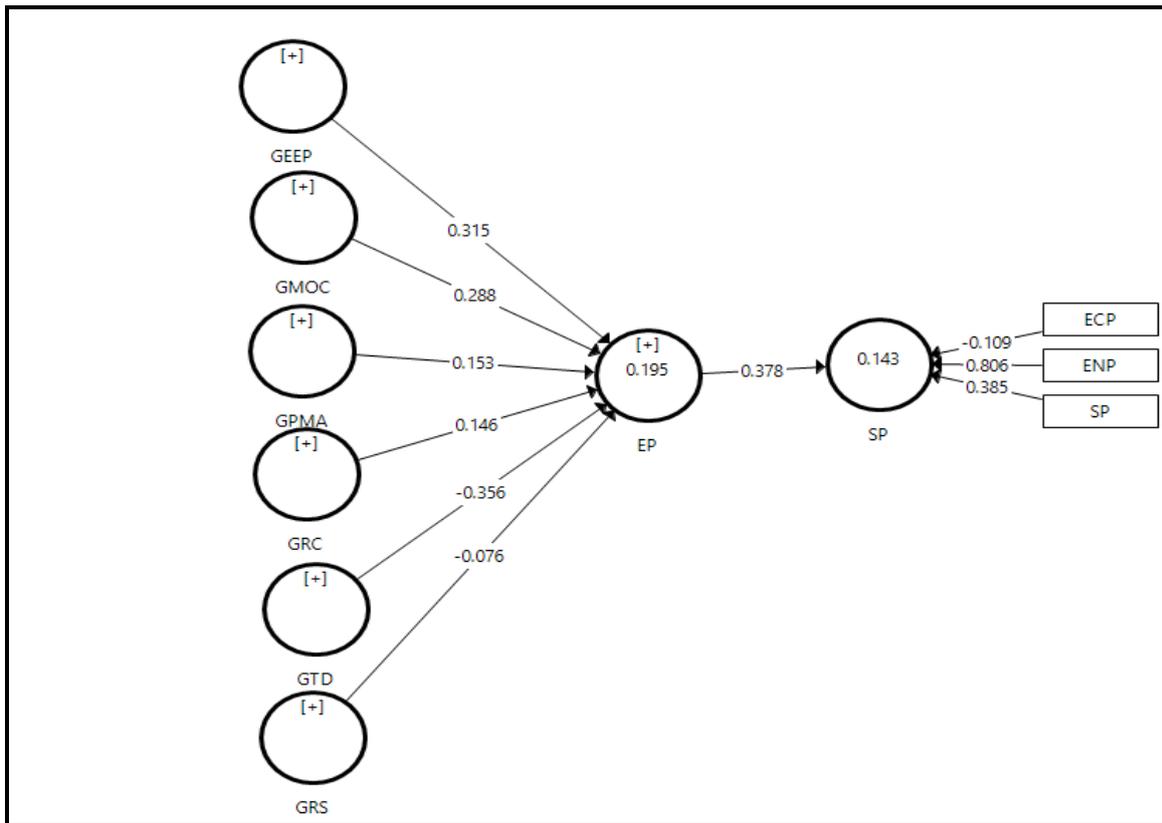
Figure 6.2 Path Coefficients among the Independent Variables, and Dependent Variable for second order constructs

	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP
EP1	0.202	0.177	**0.782**	0.417	0.219	0.251	0.374	0.313	0.239	0.175
EP3	0.188	0.224	**0.749**	0.347	0.172	0.235	0.391	0.223	0.273	0.208
EP4	0.195	0.267	**0.853**	0.331	0.261	0.199	0.339	0.265	0.237	0.199
EP5	0.268	0.387	**0.78**	0.212	0.285	0.184	0.151	0.262	0.067	0.254
EP6	0.093	0.249	**0.852**	0.209	0.342	0.227	0.18	0.229	0.107	0.154
EP7	0.204	0.367	**0.863**	0.285	0.228	0.215	0.204	0.151	0.133	0.328
EP8	0.121	0.303	**0.746**	0.194	0.273	0.151	0.129	0.129	0.075	0.3
GEEP1	0.556	0.376	0.289	**0.883**	0.318	0.557	0.655	0.558	0.618	0.445
GEEP2	0.515	0.332	0.318	**0.917**	0.449	0.615	0.747	0.656	0.688	0.463
GEEP3	0.45	0.298	0.207	**0.852**	0.378	0.585	0.631	0.571	0.589	0.525
GEEP5	0.338	0.304	0.379	**0.89**	0.432	0.585	0.703	0.556	0.662	0.439
GMOC1	0.174	0.163	0.304	0.238	**0.857**	0.234	0.283	0.414	0.278	0.135
GMOC2	0.312	0.185	0.241	0.415	**0.904**	0.362	0.419	0.591	0.452	0.194
GMOC3	0.205	0.238	0.289	0.488	**0.819**	0.49	0.384	0.61	0.601	0.213
GMOC4	0.065	0.108	0.193	0.369	**0.732**	0.363	0.345	0.633	0.477	0.177
GPMA1	0.241	0.115	0.149	0.488	0.365	**0.799**	0.487	0.651	0.694	0.22
GPMA2	0.314	0.286	0.264	0.63	0.411	**0.866**	0.687	0.667	0.576	0.436
GPMA3	0.209	0.104	0.187	0.505	0.344	**0.84**	0.461	0.524	0.635	0.238
GPMA4	0.433	0.238	0.242	0.585	0.348	**0.892**	0.614	0.636	0.721	0.322

GRC1	0.435	0.324	0.252	0.685	0.398	0.637	**0.932**	0.63	0.687	0.455
GRC2	0.511	0.309	0.326	0.792	0.485	0.619	**0.952**	0.692	0.697	0.432
GRC3	0.339	0.16	0.276	0.704	0.305	0.664	**0.94**	0.654	0.664	0.373
GRS1	0.515	0.327	0.122	0.528	0.589	0.442	0.509	**0.765**	0.52	0.21
GRS2	0.438	0.177	0.189	0.574	0.645	0.604	0.614	**0.854**	0.596	0.327
GRS4	0.421	0.194	0.251	0.597	0.48	0.732	0.667	**0.891**	0.701	0.213
GRS5	0.312	0.194	0.312	0.577	0.61	0.652	0.607	**0.91**	0.653	0.233
GTD1	0.173	0.048	0.088	0.565	0.497	0.658	0.51	0.608	**0.86**	0.169
GTD2	0.21	0.051	0.1	0.583	0.427	0.591	0.537	0.513	**0.864**	0.267
GTD3	0.141	0.003	0.077	0.531	0.468	0.603	0.468	0.623	**0.802**	0.232
GTD4	0.413	0.251	0.26	0.739	0.497	0.746	0.792	0.729	**0.946**	0.349
SP1	0.567	**0.881**	0.318	0.309	0.264	0.266	0.266	0.224	0.15	0.523
SP11	0.472	0.576	0.329	0.437	0.178	0.286	0.374	0.179	0.232	**0.979**
SP3	0.554	**0.878**	0.315	0.34	0.112	0.147	0.229	0.197	0.131	0.458
SP5	**0.995**	0.628	0.252	0.503	0.237	0.343	0.44	0.441	0.314	0.515
SP6	**0.796**	0.548	0.04	0.466	0.158	0.414	0.476	0.451	0.343	0.499
SP9	0.555	0.351	0.11	0.625	0.264	0.538	0.538	0.506	0.492	**0.789**

Table 6.4 *Cross Loading (*Source: Data Processing SmartPLS 3.0)

*Note: **GMOC**: Green Management & Culture, **GRS**: Green Requirement & Selection, **GTD**: Green Training & Development, **GRC**: Green Reward & Compensation, **GTD**: Green Training & Development, **GRC**: Green Reward & Compensation, **GPMA**: Green Management Performance & Appraisal, **GEEP**: Green Empowerment & Participation, **EP**: Employee Performance, **ENP**: Environmental Performance, **ECP**: Economic Performance, And **SP**: Social Performance*

Table 6.5 *Construct Correlations (Diagonal Elements are Square Roots of the AVE)*

	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP
ECP	**0.901**									
ENP	0.638	**0.879**								
EP	0.23	0.36	**0.805**							
GEEP	0.515	0.369	0.35	**0.886**						
GMOC	0.233	0.215	0.317	0.449	**0.831**					
GPMA	0.364	0.236	0.258	0.659	0.432	**0.85**				
GRC	0.46	0.282	0.306	0.777	0.426	0.678	**0.941**			
GRS	0.457	0.24	0.276	0.659	0.662	0.728	0.702	**0.857**		
GTD	0.329	0.159	0.194	0.726	0.536	0.761	0.725	0.729	**0.869**	
SP	0.53	0.558	0.294	0.519	0.214	0.375	0.446	0.28	0.319	**0.889**

Source: Data Processing SmartPLS 3.0

The above table 5.6 showed that the Discriminant Validity able to be achieved, this is because that Square Root Value AVE of each contrast was greater than 0.5. Based on the variables result, the research model has met the criteria needed for Partial Test Least Square Models with Outer size (Measurement Model).

Table 6.6 *Heterotrait-Monotrait Ratio of Correlations (HTMT)*

	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP
ECP										
ENP	0.817									
EP	0.193	0.438								
GEEP	0.606	0.46	0.374							
GMOC	0.243	0.269	0.351	0.511						
GPMA	0.453	0.277	0.28	0.726	0.505					
GRC	0.548	0.345	0.337	0.83	0.478	0.731				
GRS	0.598	0.327	0.291	0.738	0.794	0.798	0.762			
GTD	0.328	0.137	0.186	0.749	0.621	0.844	0.71	0.763		
SP	0.728	0.686	0.278	0.704	0.305	0.527	0.588	0.46	0.441	

Source: Data Processing SmartPLS 3.0

The Heterotrait – Monotrait Ratio of Correlations (HTMT) is a method that used to access the Discriminant Validity in PLS equation Modelling. there are particular requirement to be measure or take into account, in order to ensure there is a strongest relationship in between the reflective construct and its own indicator (Hair, Hult, Ringle & Sarstedt, 2017).According to Garson (2016), for a well-fitting model, the HTMT should be smaller than the Monotrait model, where by the HTMT ratio should less than 1.0, which indicate a lack of discriminant Validity. And based on our research HTMT, the result shows that all the construct are close to 0.85. We able to conclude that, the discriminant validity is satisfied basis on HTMT.

6.4   Structural Model

The output for the hypothesis testing with the bootstrapping was obtained by using the Smart PLS version 3.2.8 software. The test result is presented in Figure 6.3 below.
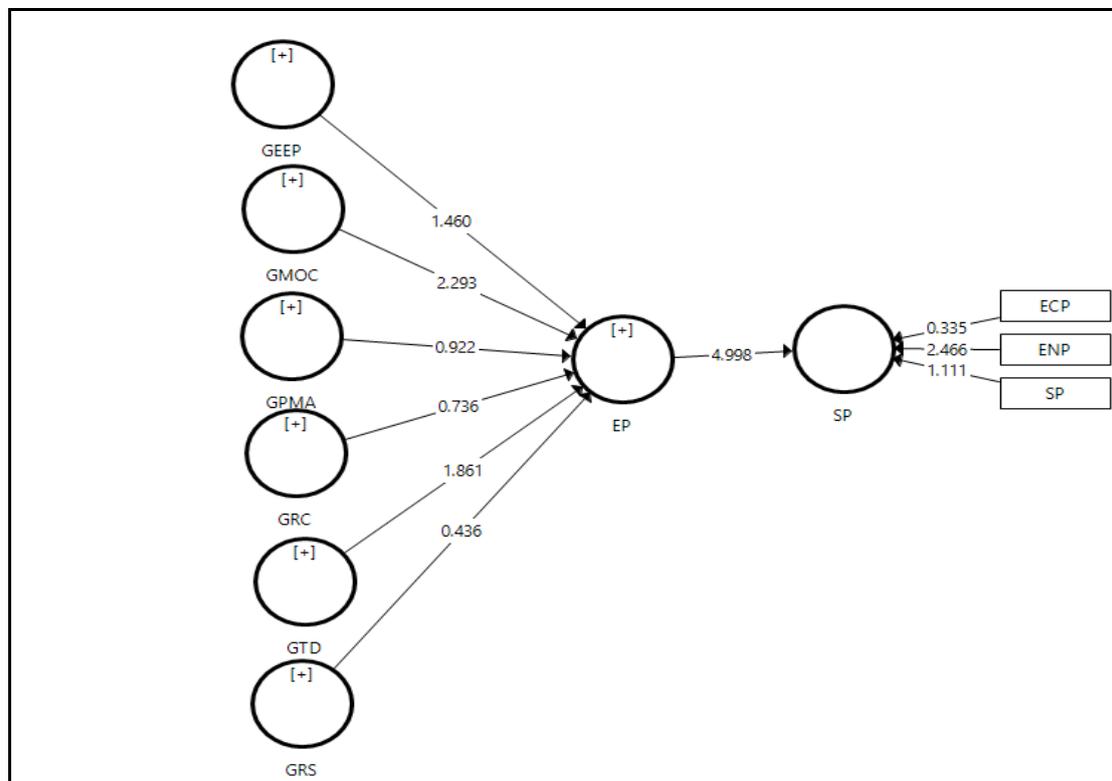
Figure 6.3 T-value among the dependent variables and independent variables

6.5 PLS Predict

To evaluate the aftereffects of a particular PLS path model, its prescient presentation can be analysed against two credulous benchmarks In PLS Predict, the Q^2 value looks at the prediction blunders of the PLS path model against basic mean predictions.

1) It uses the mean value of the training sample to predict the outcomes of the holdout sample for this purpose. The Q^2 value results explication is similar to the evaluation of Q^2 values acquired by the blindfolding procedure in PLS-SEM. If the Q^2 value is positive, the prediction error of the PLS-SEM results is smaller than the prediction error of simply using the mean values. In this case, the PLS-SEM models provides effective anticipating performance.

2) The linear regression model (LM) gives prediction errors and summary statistics that ignore the specified PLS path model. Instead, the LM approach retrogress all exogenous indicator variables on each endogenous indicator variable to make predictions. Therefore, a comparison with the PLS-SEM results provides information whether using a theoretically established path model improves (or at least does not worsen) the predictive performance of the available indicator data. By comparison with the LM outcomes, the PLS-SEM results should have a lower prediction error (e.g., in terms of RMSE or MAE) than the LM. Note that the LM prediction error is only available for the manifest variables and not the latent variable. The current PLs predict results is as per below.

PLS					LM					PLS-LM			
	RMSE	MAE	MAPE	Q²_predict		RMSE	MAE	MAPE	Q²_predict	RMSE	MAE	MAPE	Q²_predict
EP	1.003	0.794	158.246	0.017	EP	1.003	0.794	158.246	0.017	0	0	0	0
ECP	0.956	0.765	117.452	0.108	ECP	0.911	0.684	231.188	0.19	0.045	0.081	-113.74	-0.082
ENP	0.964	0.762	267.206	0.09	ENP	1.007	0.799	672.129	0.006	-0.043	-0.037	-404.92	0.084
SP	0.956	0.75	99.24	0.108	SP	0.91	0.728	149.396	0.191	0.046	0.022	-50.156	-0.083

Table 6.7 *PLS predict*

Prediction using PLS-SEM results: Uses the training estimates from PLSSEM to predict the test sample. As per table above, PLS predict gives two naïve benchmarks to assess the predictive quality of the PLS path model estimations: - LM (linear model): Uses a multiple regression of the endogenous constructs 'indicators on the indicators of the exogenous constructs as benchmark. Example: cusl_1=β0+β1att_1+β2att_2+...+β21qual_8 - Mean value (Q²): Uses the mean value of the training sample to predict the test sample.

The approach   is to compare RMSE, MAE, and MAPE of the PLS-SEM and LM predictions: For these basis, lower values PLS-SEM results indicate higher predictive power than a simple linear model (i.e., for these criteria, PLS-SEM < LM). Thereby we check whether the Q² values are larger than 0 (i.e., Q² > 0). The results can also be used for model comparisons of nested models; researchers should choose the model that minimizes the prediction statistics of the endogenous latent variables. Based on the result above ENP has larger than 0 (0.084 >). We can conclude that current Green HRM practices can predict more on ENP.

6.6 Root Mean Square Error Correlation (RMSTHETA)

	RMSE	MAE	Q²_predict
EP	0.602	0.419	-0.373
SP	0.174	0.128	0.199

Table 6.8 Root Mean Square Error Correlation (RMStheta)

Another promising inexact model fit rule is the root mean square error correlation (RMStheta) (Lohmöller, 1989). It is a model fit measure, which depends on the (root mean square) disparity between watched covariance and the model inferred correlations. An ongoing simulation examine (Henseler et al., 2014) gives proof that the RMStheta can to be sure separate well-determined from poorly indicated models.

Be that as it may, limits for the RMStheta are yet to be determined, and c have actualized this estimated model fit foundation. Initial simulation results suggest a (conservative) threshold value for RMStheta of 0.12. That is, RMStheta values below 0.12 indicating a well-fitting model, whereas higher values indicate a lack of fit. However, some researcher mentioned 0.10 to 0.17. In this case Sustainable performance is near to 0.17 while we can also conclude that the results still not fit as may results from lack of sample size. As we only manage to collect 108.

Table 6.9 *Summary of Hypothesis Result*

Hypothesis	Beta value	Std Error	T Value	P Values	LL	UL	R2	F2	Q2	Decision
EP -> SP	0.378	0.076	4.998	0	0.226	0.471	0.143	0.167	0.077	**Supported**
GEEP -> EP	0.315	0.216	1.46	0.072	-0.019	0.662	0.195	0.041	0.057	Not Supported
GMOC -> EP	0.288	0.126	2.293	0.011	0.091	0.514		0.055		**Supported**
GPMA -> EP	0.153	0.166	0.922	0.178	-0.139	0.405		0.01		Not Supported
GRC -> EP	0.146	0.198	0.736	0.231	-0.142	0.491		0.008		Not Supported
GRS -> EP	-0.076	0.175	0.436	0.331	-0.396	0.201		0.002		Not Supported
GTD -> EP	-0.356	0.191	1.861	0.031	-0.705	-0.072		0.045		Not Supported

Table 6.9 shows all the hypotheses from H1 until H7 and its T-statistics value.According to Hair et al (2011) if the t-value is greater than 1.645 (p<0.05) or if the T-value is greater than 2:33 (p <0.01) for 1-tail test and if the t-value greater than 1.96(p<0.05) or if the t-value greater than 2:58 (p <0.01) then they are significant. Of all the hypotheses, H_2, H_4, H_5, H_6, H_7 are insignificant. To add more, if the beta value is more than 0.30, then they are significant too. Based on the table, it can be concluded that employee performance is very important to sustainable performance since the beta value is 0.378. It has a strong and significant positive relationship with sustainable performance.

6.7   Chapter Summary

The independent variables that had decided for directing this examination are green management and organizational culture, green recruitment and selection, green training and development, green performance management and appraisal, green reward and compensation and green empowerment and participation. These variables are being resolved that a noteworthy relationship is existed between mediating variable employee performance and dependent variable sustainable performance. The outcomes that is gotten from this part will turn into the theme dialog in the section seven while the noteworthiness and the constraints of this examination are to be talked about together in a similar section also. Other than that, few proposals will be recommended for future examination to beat the restriction that had met for this exploration

CHAPTER 7: DISCUSSION AND CONCLUSION

7.0   Chapter Overview

In chapter 7, the summary of the static analysis will be discussed, which includes the interpretation of both descriptive an inferential data which collected from our survey. Besides that, we will also explain the limitation that faced while conducting this research and we provide recommendation for future studies. Finally, a conclusion will be presented to conclude the overall research, where it will give a better understanding of this study.

7.1   Summary of Statistical Analysis

7.1.1 Summary of Descriptive Analysis

7.1.1(a)   Summary of demographic profiles

Overall 106 usable survey questionnaires that have been collected from the government city council in peninsular of Malaysia. Based on the survey, it shows that the majority of city council is dominated by female employees which is about 63.2 % (67 employees) out of 100%. Referring to the race of respondent, majority of employees who working at city council department are Malay 58.5% (62 employee) and the second highest is Indian which s about 34.9%. (37 employee).

Other than that, based on the demographic analysis, it shows that majority of employee who working in City Council are accountant, engineer and also Environment Health Officers and based on the survey, most of them are educated as well. There are about 42.5 % (45employee) with Master degree, STPM/Diploma 35.8 % (38 employee) out of 100%. Based on the education background, there are majority of 29.2 % (31employees) who working in health and environment department and the second highest in the demographic analysis in term

of job position is the engineer which is about 26.4% (28 employees) and third are accountant 25.5% out of 100 % working in city council (27 employees).

The rest are of employee work on city council are from different department, but the majority of employee are from accounting, environment health and also engineer department. And it shows that most of the employees has a higher education background. Finally, the majority of employee who has respond to the survey was from Perak which is about 56.6 % (60 employees) out of 106 employees and the second highest who have respond to the survey is from Wilayah/Kuala Lumpur, 17.9 % out of 100%. These two states have been the active respondent to the survey compare to another state.

7.1.1(b)   Summary of study variables

In general, we can conclude that, employees from city council department in Peninsular Malaysia area satisfies working in the in-Government City Council. The variables also show that the variables somehow influence the employee's performance and sustainability performance. Other than that, analysis also proven that, some variables are not effective influencing the GHRM practice in City Council Department. This might be due to lack of practice or the city council might practice it but in a very little amount.

7.1.2 Summary Discriminant Validity

Based on the research, the discriminant validity was able to be achieved because the Square Root value AVE of each construct is greater than 0.5. AVE with a greater value than other construct and research model has meet the criteria for the Partial Test Least Square Models with Outer size (Measurement Model).

7.1.3 Summary of Convergent Validity

According to the research Convergent Loading Validity for the loading factor is greater than 0.5. So, can conclude that, the data on the model Is valid and it is fit. The value for composite Reliability for all the research variable were 0.7 and above, and this indicate that the variables are fully reliable.

7.2 Discussion of Major Findings

The study investigates the The Impact of Green Human Resource Management (GHRM) on Employee Performance in Environment Health Department in Government Sector Sample are collected from the Government city Council Department and the variables that been tested for this research are such as Management of Organizations Culture, Green Recruitment and Selection, Green Training and Development, Green Performance Management and Appraisal, Green Reward and Compensation as Well As Green Employee Empowerment and Participation.

Table 7.1 Summary of Hypotheses Results

No	Objective of Study	Hypothesis	Results Of T-Value	Supported/Not Supported
1	To determine whether Green Management and organization culture have a positive impact on employee's performance among Government City Council in Peninsular Malaysia.	H1: There is a significant positive relationship between green management and organizational culture and employee performance in Government City Council Department in Peninsular of Malaysia.	2.261**	**Supported**

2	To determine whether recruitment and selection have a positive impact on employee's performance among Government City Council in Peninsular Malaysia.	H2: There is a significant positive relationship between green recruitment and selection and employee performance in Government City Council Department in Peninsular of Malaysia.	0.428	Not Supported
3	To determine whether Green Training and development have a positive impact on employee's performance among Government City Council in Peninsular Malaysia.	H3: There is a significant positive relationship between green training and development and employee performance in Government City Council Department in Peninsular of Malaysia.	1.84**	**Supported**
4	To determine whether Green Performance management and appraisal have positive impact on employee's performance among Government City Council in Peninsular Malaysia.	H4: There is significant positive relationship between green performance and appraisal and employee performance in Government City Council Department in Peninsular of Malaysia.	0.92	Not Supported
5	To determine whether Green Reward and Compensation have positive impact on employee's	H5: There is a significant positive relationship between green reward and compensation and employee performance in	0.745	Not Supported

No	Objective	Hypothesis	Value	Result
	performance among Government City Council in Peninsular Malaysia.	Government City Council Department in Peninsular of Malaysia.		
6	To determine whether Green Employee empowerment and participation have positive impact on employee's performance among Government City Council in Peninsular Malaysia.	H6: There is a significant positive relationship between green employee empowerment and participant and employee performance in Government City Council Department in Peninsular of Malaysia.	1.449	Not Supported
7	To determine whether employee performance have positively impact on the sustainable performance among Government city council in peninsular Malaysia.	H7: There is a significant positive relationship between employee performance and Sustainable performance in Government City Council Department in Peninsular of Malaysia.	4.814**	**Supported**

Significant level *p < 0.05, **p < 0.01 ***p< 0.001

Source: Data Processing SmartPLS 3.0

7.2.1 The Relationship between Green Management Organization Culture Sustainability Development

H1: There is a significant positive relationship between Green Management of Organizational Culture and Employee Performance.

According to the most of the previous studies, it is stated that Green management and organizational are the basic assumptions and practice that can affect the performance of the employees and organizations. (Küçükoğlu & Pinar, 2015). In this research it has been proven that there is a significant positive relationship between green management or organizational culture and employee performance. Linnenluecke and Griffiths (2010) has stated that managerial ideologies are imported from the institutional environment into organizations such as management education or professional training. It shapes the way of people thinking and behave within them. Thus, researchers claimed that different types of organizational culture will influence the understanding and performance of employees.

7.2.2 The relationship between Green Recruitment and Selection and Employee Performance.

H2: There is no significant positive relationship between Green Recruitment and selection and Employee Performance.

According to the previous studies such as Mishra (2017) stated that recruitment and selection is measure individual green attitudes to select those candidates who are valuable to the eco-friendly activity and lead to the sustainability development in an organization. Human resource management behavioral literature state that HRM had influences organizational performance by giving impact to the employee work attitudes and behavior. (Dumont, Shen & Deng, 2016). Pless, Maakby and Stahl (2012) also stated green practice include recruitment and selection process with the right compatible candidate, it is easier the work and job design to improve the employee knowledge, skill and their competitiveness and lead to the succeed of green activity and lead the green goals.

However, in this research, there will be no significant positive relationship between green recruitment and selection and employee performance. Therefore, the researchers in previous study has to disagree with the statement that recruitment and selection will enhance the employee commitment and initiative and can lead the completion of in-role performance and extra-role performance in the work place (Dumont, Shen & Deng, 2016).

7.2.3 The Relationship between Green Training & Development and Employee Performance

H₃: There is no significant positive relationship between Green Training & Development and Employee Performance.

According to the table 7.2, the results of the research shown that there is a negative relationship between training and development and employee performance. Which means that the Green Training and Development is not influencing employee's performance. According to Kumarasinghe and Pallewaththa (2018), stated that based on their research, it shows that that there is negative correlation between green training and development. The study has been concluded that the green training and development has a very negative impact on employee performance. Based on our results, it shows that the hypothesis in chapter 3 is contradicting to our research.

Past study implied that training & development is an act that aimed at improving the employee's skills, knowledge, and attitudes. In a study conducted by Bhutto and Auranzed (2016), it stated that the training and development, has a significant impact on employee performance as well as the company's performance. It additionally expressed that green training and development could teach worker on sparing vitality, diminish squander, diffuse ecological mindfulness likewise it gives open door for representative to settle on a natural basic leadership (Zoogah,2011).

Other than that according to Gregesan and Black (1992), showed that there is negative relationship between length of pre-departure training and adjustment to the general environment. It means that the training is not influencing the employee performance.

According to Kumarasinghe and Pallewaththa (2018), stated that employee hesitate to adapt to changes because some employee resist to accept the new training and dislike the time consuming to adapting new knowledge.

7.2.4 The Relationship of Green Performance Management and Appraisal on Employee Performance.

H_4: *There is no significant positive relationship between Green Performance Management and Appraisal and Employee Performance.*

According to the table 7.2, it shown that there is no significant positive relationship between green performance management and appraisal and employee performance. The result of this variables is not within the expectations of the past researches. To support this, according to (Jasch, 2000; Kuo, Yeh, & Yu, 2012 , it has been argued that some of the methods of measuring green performance management and appraisal are not effective, as different organizations have different structural attributes, and resources that use uniform standards across organizations will be arbitrary and inconsistent.

Thus, organizations need to identify a systematic method of implementing green performance management that affects employee performance. Thus, we have to disagree with the statement that performance management able to measure the employee's contribution towards the environmental performance as per desire by the organization because the performance management act as a program that guarantee the effectiveness of the green management work (Jabbour, Santos, 2008; Jackson, Renwick, Jabbour, & Muller, 2011).

Past scientists have discovered that performance management and appraisal is one of the GHRM factor that impact the employee performance. To include more, it has been said that Green Performance management and appraisal ready to guide and lead employee to adjust their behavior to natural goal and likewise help to give the employee on what they can do and not. (Harvey, Williams and Prober, 2013). In any case, there is a contrary outcome in this exploration which neglect to relate the explanation that the execution of ecological exercises in performance appraisal gives a reasonable picture or data to the employee on their job which

they have to perform in the association so as to expand the natural performance accomplishment, to upgrade the green behavior among individual and additionally to build the employee's feeling of adequacy (Guerci, Longoni, and Luzzini, 2016).

7.2.5 The Relationship between Green Reward and Compensation and Employee Performance.

H_5: *There is no significant positive relationship between Green Reward and Compensation and Employee Performance.*

Generally, numerous investigations have demonstrated that reward and compensation influence the performance of an employee in an association. These examinations likewise display that fulfilment in compensation assumes a significant job in employee performance. For example, compensation influences employee performance by giving financial incentive to the work performed. Anyway, the outcomes in this investigation has demonstrated a comparing result where there is no noteworthy connection between green reward and compensation and employee performance.

According to Rafiq, Javed & kan (2012), Dzuranin and Stuart Dzuranin (2012) and Stuart (2012) study on the monetary compensation and non- monetary compensation on the employee's task performance and also attractiveness of the job and also job satisfaction. According to the researchers recommends the organization to consider to include non-monetary reward in their existing performance compensation or monetary incentive systems. They also mention that it is necessary to have a better understanding on hoe the impact on different types of compensation or rewards can influence an employees' attitudes and behaviours and lead them to perform better on the task.

Ali (2009) examines the effect of Ghrm on the performance of 153 employees in private companies in Malaysia. It shows that compensation and incentives have a negative influence on employee performance. Bratton and Gold (2007) define reward as "all of the monetary, non-monetary and psychological payments that an organization provides for its employees know in exchange for the work they perform

7.2.6 The Relationship between Green Employee Empowerment and Participation and Employee performance

H6: *There is no significant positive relationship between green employee empowerment and participant and employee performance*

According to the result , it shows there are no significant positive relationship between green employee empowerment and participation and employee performance. The result of this variables is not available achieve the expectations from the beyond researches. Hence, it was consistent with the previous researcher Tekleab et al, (2008) statement state that there is negative correlation between empowerment and employee performance as the result shown there are no significant relationship between these two variables.

Moreover, according to researcher Robert et al. (2000) state that the relationship between the empowerment and employee performance and job satisfaction revealed to be inconsistent in the India sample. Employees was familiar and usual to hierarchal structure follow the instruction of leader in the past working experience thus they no confidence and hesitate to make decisions without consulting and follow the guidance of their supervisors (Chen and Fahr, 2001; Aycan et al., 2000).

7.2.7 The Relationship between Employee Performance and Sustainability performance

H8: *There is a significant positive relationship between employee performance and Sustainable Performance*

According to the results of the research shown that there is a positive significant relationship between Employee Performance and Sustainability Performance. The result is also show consistent with past research statement. Previous researcher state that sustainability starts with employee performance and it able to united employee to create sustainability performance by the initiative of employee behind the scene. In addition, organizations always find a new

way to. Drive innovation on employee's processes and implementing management practices in order to increase sustainability performance.

Result show that there is significant relationship between two variables where by the sustainable performance can accomplish through invest talent and skill behaviour in helping carry out sustainable initiatives. Moreover, according to researcher Lacy, Arnott & Lowitt, (2009) emphasize on employee's desire also improves sustainable performance to make a positive difference in the organization. Moreover, employee learning, employee engagement and employee performance has a positive relationship towards sustainable performance

7.3   Implication of The Study

The discussion related to the implication of the study which classified into five portion of section which is theoretical implication, practical implication, policy governmental implication, association implication, managerial implication, limitation of study

7.3.1 Theoretical Implication

Institutional theory emphasizes historical, contextual and procession aspects in which organizational actions take place to accomplish performance. Hence the rationale for adopting Institutional theory is to identify in what extend employee in government sector tend to practice GHRM in their organization and also prove how the Green HRM practice interrelated between sustainability performance through increase the employee performance by the seven hypotheses.

According to the Brunsson and Olsen, (1997) stated that the organization that helps in manage the public affair should be conceptualized as an institution. The researcher Stahl and Björkman (2006) emphasize on the connection between organizations and their environments and also conducting historical studies and comparative of how the institutional environment affects organizational forms and practices. In our study, if top management in the government city council have initiative to form the environment of practicing in Green Human Resource

Management, organizational members or worker take for granted the activities related to the GHRM as part of the organizational routines and. Thus, the GHRM become embedded in their daily duty or task and drive up the employee performance and eventually drive up the sustainability.

According to Stahl and Björkman, 2006, Institutional theory may provide important insights into HR department of government sector in different perspective that can affect the organization's sustainability performance. Hence, HR managers could attempt to verify whether top management perceives the HRM practices implemented in the firm are progressive and suitable, thereby improving the reputation of the department or organization. Thus, Sustainability performance can improve by Green Human Resource Management practice if they take initiative and well practicing in Green Recruitment and Selection, Green Training and Development, Green Performance Management and Appraisal, Green Reward and compensation and green Employee Empowerment and participation.

7.3.2 Practical Implication

This study revealed that Green Management of Organization Culture (GMOC) and Green Training and Development (GTD) are lack of practicing in the Government Department in Peninsular Malaysia compare to others 4 variables which are green recruitment & selection, green performance management & appraisal, green reward & compensation, green employee empowerment. That mean, they need to put more effort on GMOC and GTD.

Practitioner could potentially derive precious sustainability performance in terms of efficiency gains or public service improvements when their HR policies and practices strengthen their Organizational Culture and enhance their training and development. In addition, Practitioner should provide the organization's member with relevant information for them to have further understanding the value of having attention of the organizations' culture and also training and development among themselves also by giving guidance and also share relevant knowledge which allowing employees to be more supportive of the employer's task and sustainability performance.

According to Previous research Schulz state that organizations form with strong cultures, where employees share common values, enjoy the process of achieve performance advantages over those organization that are lack awareness in their cultures. Whereas, based on the result shows that other variables such as the Green Reward and Compensation indicate that the practitioner or employee have no problem with the reward or salary that given by the management.

However, it is not so attractive to work on those Green practice, thus align an attractive reward and compensation with process of are necessary. Same goes to recruitment and selection on the talent that encourage sustainability are not so a problem for them to accept in the organization. In addition, green performance management & appraisal aspect, the practitioner or employee did not show any dissatisfactory regard the management and appraisal system in that organization.

7.3.3 Policy / Governmental Implication

Malaysia National Policy on the Environment (DASN) has been established for continuous economic, social and cultural progress and improve the quality of living and living standard of Malaysians through sustainable performances. There are some DASN's objective which is accomplish firstly on create a less polluted environment, safe, healthy and productive environment for present and future generations. Secondly Conservation of Malaysia's unique and various cultural and natural background with powerful participation by all sectors of society. Thirdly, Sustainable lifestyles and patterns of consumption and production.

In 2018, there are reformation of agenda by the Pakatan Harapan government, economic outlook and the six pillars to provide a new development focus with 19 priority areas and 66 strategies aligned to the new direction of the Government to further boost economic growth. Moreover, Pakatan Harapan are going to implement more effective and bold measures to reform the public service towards greater transparency and accountability. However, there are still lack of awareness in the governmental department themselves as most of the focus of government is on big matter but not educate and training by giving the employee understand

the value of enhance their green skill and talent which able to increase performance and generate sustainability.

Hence government should organize more awareness campaign on 'green" not on public but for the employee or worker who hold the position in the government department itself. Government should play as a role model to lead the public to the sustainability development. Thus, the awareness among the worker in government department act as the crucial agent and intermediaries to accomplish the goal which stated in the 11th Malaysia Plan. Green Human Resource Management play an important role, as the Human resource department Manager or Department Head will motivated and united the employee the work together to improve the employee performance and accomplish sustainability performance of an organization. Eventually the reputation of the organization will be enhanced.

7.3.4 Association Implication

Ministry of Human Resource (MOHR) should assist government in achieve the goal of 11th Malaysia Plan and Sustainability Development Goal through initiative on promoting green HRM throughout department itself and also private organization and SME. Recently, Malaysia is Committed to the International Labour Organization's (ILO) green efforts and is centered its efforts on four levels named by Minister of Human Resources Datuk Seri Richard Riot which is global level, national level, sectors and enterprises level, and ILO policies and practices level.

Ministry of Human Resource (MOHR) could assist government to promote efficiency and employee performance through cooperate with business such as Malaysian Green Technology Corporation also known as GreenTech Malaysia as their vision is to lead organization by widespread of Green Technology for Green Growth and Sustainability. Both of the government and business can work together in some programmed that can involve a way to increase two–way communication between government and green tech as they have expertise in green technology that can help in sustainability performance.

Electronic Labour Exchange (ELX), as monitored by the Ministry of Human Resource (MOHR), it was easier for organization and job seekers to communicate on the identical platform and increase the efficiency on matching right people with right talent at correct position and achieve the green recruitment and selection in GHRM practice.it also act as effective center of labor market information as reference. In addition, it able to improve mobilization of the human resources and ensure optimize manpower utilization. To improve ELX, It must enable the talent communication between the workforce across business to business and government to business, it able to encourage the information flow, knowledge sharing between the workforces

7.**3.5 Managerial Implication**

A good Green Human Resource Management can enhance the quality of jobs and enhance the sustainable performance in the working situation. From these findings, we can know that sustainable performance is dependent on green management of organizational culture, green recruitment & selection, green reward & compensation, green training & development, green performance management & appraisal, green employee empowerment & participation. These are the most important factors for an organization to enhance their sustainable performance.

The study indicated that only two variables that human resource manager needs to put more effort and reinforce; they are green management of organizational culture and green training & development. This means managers should improve and analyse their policy on organizational culture and training and development which give less impact on sustainable performance. HR managers should understand that each department supervisor or manager plays as an important role in achieving sustainable performance.

HR manager should advocate the green organizational culture with each department manager or supervisor within the organization to influence and shape those bottom-line employees' mind. Manager or supervisor should take ownership of living, behaving and leading by example. Actions is more effective than words in creating an organization's cultures. Last but not least, HR manager can align training with management's operating goals (sustainable

performance). Design onboarding procedures or development to lead and ensure employees behave and adapt the green management in order to achieve sustainable performance.

7.4 Limitation

The researcher has covered the Peninsular Malaysia. Future studies should be carried out in Sabah and Sarawak. The study only targets at government city councils which are located in Peninsular Malaysia. If the Sabah and Sarawak Government City Council involved, it would give more precise answers. The survey only covered certain departments of City Council only. If all departments are involved, the result of the study may give different answers. Nevertheless, the researchers are satisfied with this study as it revealed the desired answers.

7.4.1 Involvement of the Respondents

This is a very common limitation that faced by other researchers during conducting a survey. It is because most of the officers were not willing to participate in the survey section, they thought the study may leak their answer to other officers which may bring effect their job. But there will still some respondents who were willing to provide answer and so researchers were still able to receive set of questionnaires via Google form.

7.4.2 Policy and Privacy

When the researchers request for the permission to distribute the questionnaire in Kampar government city council, the researchers were rejected due to the questionnaire contained sensitive and irrelevant questions. However, after amending the questionnaire few times according to the officer's suggestion, the researchers successfully persuaded and get permission to distribute and collect data from each state of city council in Peninsular Malaysia. And eventually completed the research study.

7.4.3 Time constrain

During doing the research, time is one of the problems. City Council employees were quite busy on doing their own stuff. It is not easy to interview and get further and deeper conversation about the research topic. Therefore, researchers had visited City Council few times and fortunately those employees had enough patient and spent time for answering researchers' questions.

7.4.4 Cost

Since researchers were doing a research that involved Peninsular Malaysia, cost became another problem. It was very costly if researchers visit each state City Council in Peninsular Malaysia, the researches as a student were not able to afford extra spending such as petrol and toll. Anyway, researchers still visited the Kampar and Ipoh City Council which located nearby researchers to discover further information.

7.5   <u>Recommendations</u>

Future studies should be carried out in Sabah and Sarawak because current research only covered Peninsular Malaysia. The study only targets at government city councils which are located in Peninsular Malaysia. If the Sabah and Sarawak Government City Council involved, it would give more precise answers. The main purpose of this research is to study the impact of GHRM practices on sustainable performance in Government City Council Department in Peninsular Malaysia**.**

This research was carrying out on the government city council employees in Peninsular Malaysia. There are six main independent variables tested during the research which are green management of organizational culture, green recruitment & selection, green training & development, green performance management & appraisal, green reward & compensation,

green employee empowerment & participation. Future studies should include other variables such as work stress and personality study to obtain a different answer.

For future researchers, it is encouraged to conduct further study in other different industries in Malaysia to find out the sustainable performance such as construction industry, plantation industry, banking industry, education industry and manufacturing industry. This will give a better understanding and allow the researchers to clarify the factor that yet to be discovered but will impact the sustainable performance in Malaysia. The researchers strongly believed that the data from the other industries will be interesting too.

In the future, this study will able to help the researchers to understand the impact of the green human resource practices toward sustainable performance in Peninsular Malaysia. A great experience also will help the researchers to narrow down the scope in their study. Besides that, this study had examined six independent variables that will bring contribution and affecting the sustainable performance.

7.6   Conclusion

The objective and aim of this research is to determine the relationship between green human resources management practices and sustainable performance, employee performance was used as the mediator between GHRM practices sustainable performance. In short, this study has shown that GHRM practices play as an important role in sustainable performance. It also smoothest the way for green management in organization.

Based on the problem statement, we proposed a framework and developed hypotheses to investigate whether the green management of organizational culture, green recruitment & selection, green training & development, green reward & compensation, green performance management & appraisal, green employee empowerment & participation are significant related to sustainable performance toward city council in Peninsular Malaysia. Besides that, we used institutional theory and natural resource-based review in illustrating the relationship between the independent and dependents variables.

In our study, the target population were focus on the Government City Council employees in Peninsular Malaysia. That questionnaire was used to retrieve the data through stratified proportional sampling and convenient sampling techniques from the respondents. Moreover, the distribution of questionnaires was conducted in 11 states in Malaysia. Based on the result, all independent variables have positive and significant relationship with dependent variable.

Lastly, this study implied the theoretical contribution to support the application of behaviour study and also bring into new perspective. Furthermore, the result of this study also contributed to company, government and institution and organization in enhancing sustainable performance and act as a guideline for future researchers.

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APPENDICES

Appendix A G-Power Result
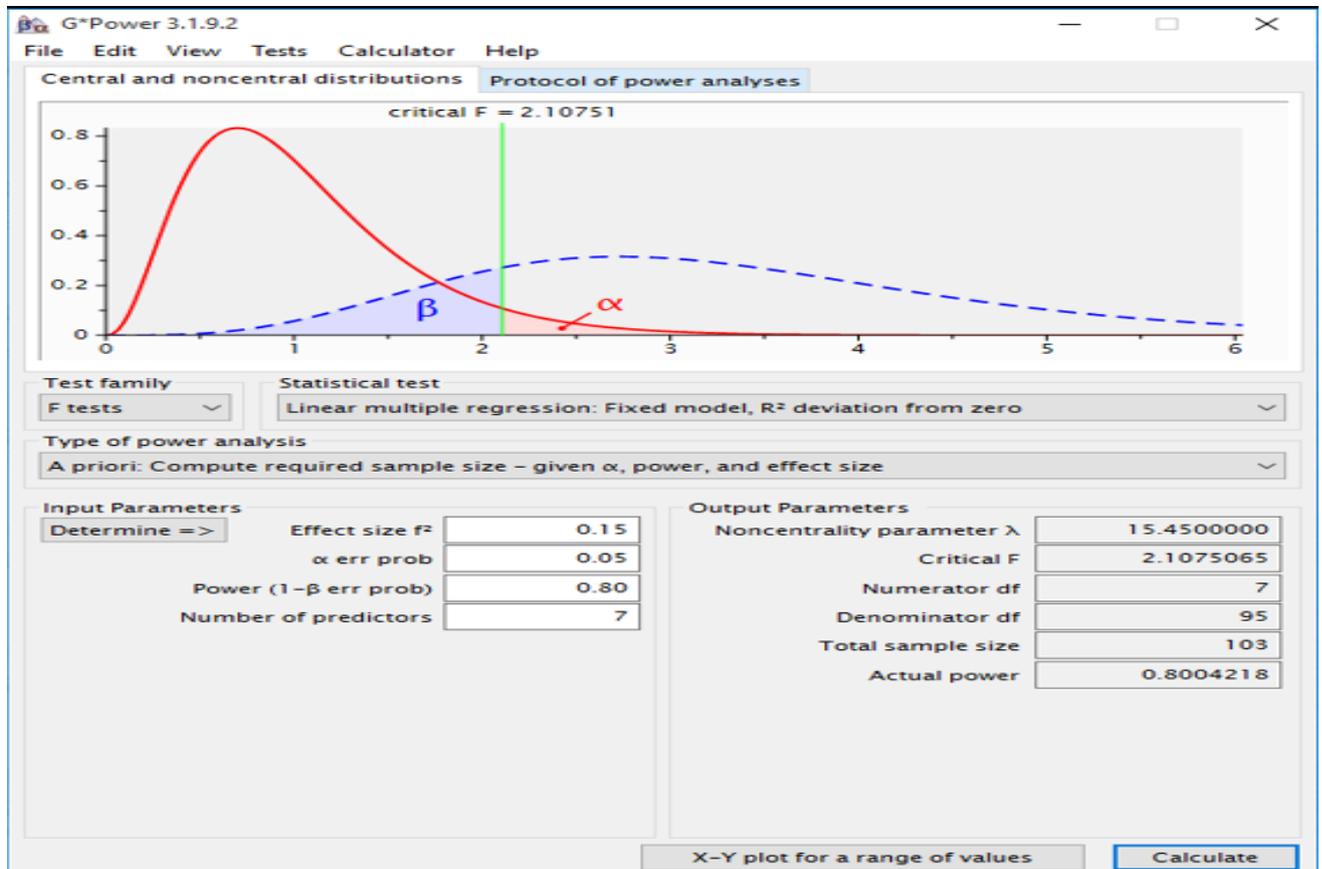
Appendix B: Source of Origin Questionnaire

Construct	Number of items	source
Green Management of Organizational Culture	4	Hiba Awad Masri(2016)
Green Recruitment & Selection	5	Hiba Awad Masri(2016)
Green Training & Development	5	Hiba Awad Masri(2016)
Green Performance Management & Appraisal	4	Hiba Awad Masri(2016)
Green Reward & Compensation	3	Hiba Awad Masri(2016)
Green Employee Empowerment & Participation	5	Hiba Awad Masri(2016)
Employee performance	8	Werner (1994)
Sustainable Performance	11	Zhu, Sarkis & Lai (2008); Pietro (2012)

Appendix C : Modified Questionnaire (Independent Variable)

Original Scale Items	Modified Items
Green Management of Organizational culture	
1. Top management actively support environmental practices	NIL
2. Organizational vision/mission statements include environmental concern	NIL
3. Top management clarify information and values of environmental management throughout the organization	NIL

4. Team/departmental budgets cover environmental impact	NIL

Original Scale Items	Modified Items
Green Recruitment & Selection	
5. Job description specification includes environmental concerns	NIL
6. Environmental performance of the company attracts highly qualified employees	NIL
7. Selecting applicants who are sufficiently aware of greening to fill job vacancies	NIL
8. Recruitment messages include environmental behaviour/commitment criteria	NIL
9. Job positions designed to focus exclusively on environmental management aspects of the organizations	NIL

Original Scale Items	Modified Items
Green Training & Development	
10. Providing environmental training to the organizational members to increase environmental awareness	NIL
11. Take into account the needs of environmental issues when training requirements analysed	NIL
12. Following induction programs that emphasize environmental issue concerns	NIL
13. All training materials are available online for employee to reduce paper cost	NIL
14. Environmental training is a priority when compared to other types of company training	NIL

Original Scale Items	Modified Items
Green Performance Management & Appraisal	
15. Employees know their specific green targets, goals and responsibilities	NIL
16. Roles of managers in achieving green outcomes included in appraisals	NIL
17. Providing regular feedback to the employees or team to achieve environmental goals to improve their environmental performance	NIL
18. Incorporate environmental management objectives and targets in the organization performance evaluation system	NIL

Original Scale Items	Modified Items
Green Reward & Compensation	
19. Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance	NIL
20. The company offers a non-monetary and monetary rewards based on the environmental achievements	NIL
21. Environmental performance is recognised publicly	NIL

Original Scale Items	Modified Items
Green Employee Empowerment & Participation	
22. Introducing green whistle-blowing and help lines	NIL
23. Providing opportunities to the employee to involve and participate in green suggestion schemes and joint consultations for environmental issues problem solving	NIL
24. Organization offers workshops or forums for staff to improve environmental behaviour and exchange their tacit knowledge	NIL
25. Involve employees in formulating environmental strategy	NIL
26. Top manager use teamwork to successfully manage and produce awareness about environmental issues in the company	NIL

Appendix D: Modify Questionnaire (Dependent Variables)

No	Original Items	Modified Items
1	Reduction of air (CO_2) emission	NIL
2	Reduction of waste water	Reduction of water
3	Reduction of energy consumption	NIL
4	Decrease in production of toxic/ harmful/ hazardous/ /flammable substances	NIL
5	Decrease in material usage	NIL
6	Improve compliance with environmental standards	NIL

7	Improve market share	NIL
8	Improve company image (company is seen as green company)	NIL
9	Improve company's position in the marketplace	NIL
10	Increase in profitability	NIL
11	Decrease in materials purchasing cost/inventory levels	NIL
12	Decrease in waste treatment/discharge fees	NIL
13	Reduction in environmental accidents cases	NIL
14	Improvement in product quality/reliability	NIL
15	Improve capacity utilization including service delivery speed and production volumes	NIL
16	Improvement in employee's health and safety	NIL
17	Improvement in employee's quality of life	NIL
18	Incentives and engagement for local employment	NIL
19	Development in economic activities	NIL
20	Improvement in community health and safety	NIL
21	Reduction of negative impacts of products, processes and activities on the local community	NIL

Appendix E: Modify Questionnaire (Mediating Variable)

No	Original Items	Modified Items
1	Job Knowledge	Nil
2	Accuracy of work	Nil
3	Productivity	Nil
4	Ability to organize work	Nil

5	Dependability	Nil
6	Following policies and procedure	Nil
7	Initiative	Nil
8	Team work	Nil

Appendix F : Example of nominal Scale (Section A)

☐ Male   ☐ Female

Appendix G: Example of nominal scale (Section A)

2. Age (years):

☐ Below 25   ☐ 46 - 55

☐ 25 - 35   ☐ More than 55

☐ 36 - 45

Appendix H: Example of Likert scale (Section B)

1	**2**	**3**	**4**	**5**
To a slight extent	Somewhat to slight extent	To a moderate extent	Somewhat to Large Extent	To a large extent

Green Management of Organizational culture *(Set of assumptions, values, symbols, and organizational artifacts that reflect the desire or necessity of being an environmentally oriented organization)*

1.	Top management actively support environmental practices	1 2 3 4 5
2.	Organizational vision/mission statements include environmental concern	1 2 3 4 5
3.	Top management clarify information and values of environmental management throughout the organization	1 2 3 4 5

4. Team/departmental budgets cover environmental impact	1 2 3 4 5

Appendix I: Table for demographic profile and coding

No. of Question	Label	Scale
Q1	Gender	• "Male" - 1 • "Female" - 2
Q2	Age	• "Below 25" - 1 • "25-35" - 2 • "36-45" - 3 • "46-55" - 4 • "More than 55" -5

Appendix J: Common Bias Method

Case ID	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP	random
1	-0.043	0.019	-0.924	-0.420	-1.399	-0.206	-1.350	-0.451	0.034	-1.646	-0.603
2	1.114	0.019	-2.151	0.204	-1.824	-1.888	-1.638	-1.491	-2.224	1.308	-0.878
3	1.114	1.418	0.292	1.251	0.791	0.186	0.217	0.671	0.203	1.308	-0.182
4	0.966	1.418	-0.037	0.995	1.216	1.420	1.145	0.884	0.934	1.308	-0.410
5	1.114	1.418	0.975	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.713
6	0.966	0.019	-0.958	0.271	1.216	0.392	0.552	1.383	0.764	-0.169	-0.472
7	0.105	-0.758	-0.972	-0.078	0.791	0.785	0.811	0.998	0.764	-0.169	-0.837
8	0.966	0.642	0.813	0.391	1.216	0.670	0.505	0.671	-0.196	-0.169	-0.063
9	-0.043	0.019	0.303	-0.981	1.216	0.186	-0.711	0.671	0.034	-0.169	-0.708
10	-0.043	0.019	0.303	-0.981	-1.824	0.186	-0.711	-0.950	-1.095	-0.169	-0.185
11	-1.200	-1.380	-0.259	-0.035	1.216	-0.841	0.217	0.388	1.163	-1.646	-0.423
12	-0.043	-0.758	0.463	0.135	-0.299	0.464	0.217	-0.725	-0.164	-0.169	-0.089
13	1.114	-0.135	0.871	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.271
14	-1.348	-2.003	-0.068	-1.238	0.184	-1.163	-1.638	-1.278	-0.498	-1.646	-0.628
15	-0.191	0.019	1.530	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.702
16	-2.358	-1.380	-0.404	-1.101	-1.157	-0.171	-1.045	-1.122	-0.498	-0.169	-0.808
17	-1.348	0.019	1.530	-3.214	-1.336	-3.515	-2.566	-2.117	-3.354	-1.132	-0.845
18	-1.200	-0.758	-1.079	-2.141	-0.546	-0.770	-1.973	-0.950	-1.961	-1.646	-0.764
19	-0.043	0.019	-0.562	-0.420	-0.304	-0.690	0.217	-0.496	0.034	-0.169	-0.849
20	1.114	1.418	0.813	0.782	0.733	0.051	1.145	-0.778	-0.075	0.987	-0.049
21	-0.043	0.019	-0.924	-0.889	-1.399	-0.206	0.217	-0.451	0.034	-1.646	-0.795
22	1.114	0.019	-2.151	-2.097	-1.824	-1.888	-0.117	-1.491	-2.224	1.308	-0.649
23	1.114	1.418	0.292	0.782	0.791	0.186	1.145	0.671	0.203	1.308	-0.682
24	0.966	1.418	-0.037	0.995	1.216	1.420	1.145	0.884	0.934	1.308	-0.960
25	1.114	1.418	0.975	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.440

26	0.966	0.019	-0.958	0.953	1.216	0.392	0.552	1.383	0.764	-0.169	-0.939
27	0.105	-0.758	-0.972	0.433	0.791	0.785	0.811	0.998	0.764	-0.169	-0.147
28	0.966	0.642	0.813	0.391	1.216	0.579	0.505	0.671	-0.196	-0.169	-0.772
29	-0.043	0.019	0.303	-0.981	1.216	0.186	-0.711	0.671	0.034	-0.169	-0.028
30	-0.043	0.019	0.303	-0.981	-1.824	-1.047	-0.475	-0.950	-1.095	-0.169	-0.003
31	-1.200	-1.380	-0.259	-0.035	1.216	0.392	0.217	0.388	1.163	-1.646	-0.049
32	-0.043	-0.758	0.463	0.135	-0.299	0.865	0.217	-0.725	-0.164	-0.169	-0.145
33	1.114	-0.135	0.871	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.410
34	-1.348	-2.003	-0.068	-1.238	0.184	-1.163	-1.638	-1.278	-0.498	-1.646	-0.698
35	-0.191	0.019	1.530	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.087
36	-2.358	-1.380	-0.404	-1.101	-1.157	-0.171	-1.045	-1.122	-0.498	-0.169	-0.090
37	-1.348	0.019	1.530	-3.214	-1.336	-3.515	-2.566	-2.117	-3.354	-1.132	-0.633
38	-1.200	-0.758	-1.079	-2.141	-0.546	-0.770	-1.973	-0.950	-1.961	-1.646	-0.489
39	-0.043	0.019	-0.562	-0.420	-0.304	-0.690	-0.088	-0.496	0.034	-0.169	-0.669
40	1.114	1.418	0.813	0.782	0.733	0.051	0.552	-0.778	-0.075	0.987	-0.224
41	-0.043	0.019	-1.078	-0.214	-0.062	-0.377	0.523	-0.340	-0.135	-1.646	-0.133
42	-1.052	-1.380	-1.099	-0.283	0.123	-1.047	-0.088	-0.668	-0.196	0.152	-0.096
43	-1.200	-1.380	-2.151	-0.981	-0.118	-1.047	-0.711	-0.950	-1.095	-1.646	-0.506
44	-0.191	-0.604	-1.233	-0.725	-1.824	-1.047	0.217	-0.950	-1.095	-1.646	-0.420
45	0.966	-0.604	-0.565	0.091	-0.730	-0.091	-0.405	0.499	0.034	0.152	-0.936
46	-0.191	-0.604	-1.277	-0.334	-0.730	-0.091	-0.405	0.216	0.034	-1.325	-0.268
47	-0.043	0.019	-1.092	-0.769	1.216	-0.171	-0.422	0.216	0.034	1.308	-0.140
48	0.966	0.019	-1.280	-0.769	1.216	-1.047	-0.711	0.216	0.034	1.308	-0.251
49	-0.043	-0.604	-1.679	0.391	-1.824	-0.564	0.523	-0.950	0.994	-0.169	-0.245
50	-1.200	-1.380	-1.478	0.391	-2.677	-0.206	0.523	-0.950	1.163	-0.169	-0.371
51	0.966	0.642	0.624	0.433	-0.546	1.027	1.145	-0.451	0.994	0.987	-0.227
52	-1.200	-1.380	-0.926	-0.769	-1.762	-0.770	-0.117	-1.663	-0.498	0.987	-0.613
53	-1.200	-1.380	-1.799	-1.330	-0.971	-1.047	-0.405	-0.623	-0.498	-1.646	-0.216

54	-1.200	-0.758	-0.081	-0.981	1.216	-0.449	-0.405	1.056	-1.124	-1.325	-0.197
55	1.114	1.887	0.219	-1.799	0.307	-0.841	-1.350	-1.335	-0.498	1.308	-0.454
56	-1.200	-1.380	-0.437	-0.981	-0.971	-1.047	-0.405	-0.623	-0.498	-1.325	-0.492
57	-0.043	-0.604	-1.459	-0.981	-0.971	-0.413	-0.711	-0.451	-1.095	-0.169	-0.291
58	1.114	2.664	1.530	1.251	1.216	1.420	1.145	1.383	1.163	1.308	-0.355
59	-1.200	-1.380	-1.263	-1.536	0.307	-0.449	-0.711	-1.335	-0.926	-1.646	-0.976
60	-1.052	-0.758	0.128	-1.629	-1.762	0.544	-1.667	-1.663	-1.692	-0.490	-0.213
61	-1.052	-1.380	-0.087	0.433	0.302	0.338	0.552	0.826	0.401	-0.169	-0.197
62	-0.043	-0.604	0.446	0.995	1.216	-0.841	1.145	1.101	0.264	-0.169	-0.065
63	-1.052	0.019	-0.092	0.953	0.610	-0.377	0.811	0.773	0.401	-0.169	-0.353
64	1.114	-0.604	1.173	1.039	0.852	1.214	0.857	1.101	0.764	0.152	-0.276
65	-1.200	-1.380	0.303	0.135	0.122	-0.377	0.217	0.216	0.034	-0.169	-0.446
66	1.114	0.019	0.528	1.251	-0.120	0.186	-0.071	0.319	0.631	1.308	-0.175
67	-1.052	0.795	0.333	-0.258	0.610	1.420	0.811	0.773	0.337	-0.169	-0.888
68	-0.043	1.418	1.187	0.782	1.216	-0.841	0.217	0.773	1.163	-0.169	-0.866
69	-0.043	0.642	0.504	0.135	0.975	-0.484	0.505	0.671	1.163	-0.169	-0.266
70	-0.191	-0.758	0.303	-0.214	1.216	-0.297	-0.117	1.383	0.203	-0.169	-0.676
71	-0.043	0.019	0.658	1.039	-0.546	0.670	0.811	-0.238	0.735	-0.169	-0.100
72	0.966	0.019	1.355	1.251	0.302	0.670	0.840	0.929	0.232	-0.169	-0.636
73	0.966	0.019	0.981	0.391	-0.546	0.544	0.217	0.044	-0.026	-0.169	-0.712
74	0.966	0.019	0.981	0.391	-0.546	0.544	-0.117	0.216	0.232	-0.169	-0.593
75	0.966	0.019	1.169	0.740	0.363	0.544	0.217	0.262	0.232	-0.169	-0.627
76	-1.052	0.642	1.169	0.740	0.363	0.579	0.235	0.262	0.764	-0.169	-0.745
77	-0.191	0.642	0.507	0.740	0.363	0.221	1.145	0.601	0.764	-0.169	-0.298
78	-0.191	1.418	1.015	0.740	1.216	0.373	0.840	0.601	0.566	0.987	-0.218
79	-0.191	0.642	0.648	0.782	0.728	0.579	0.840	0.216	0.796	0.987	-0.170
80	1.114	0.642	0.988	0.782	0.549	0.373	0.263	0.216	0.264	-0.169	-0.617
81	0.966	0.642	0.815	0.995	0.061	0.427	0.857	0.601	0.034	0.152	-0.217

82	0.966	0.795	0.833	0.484	0.549	-0.020	0.505	0.044	-0.196	0.152	-0.478
83	0.105	0.795	0.337	0.995	0.061	0.392	0.217	0.544	0.034	0.152	-0.689
84	1.114	0.795	0.847	0.782	-0.546	0.670	-0.071	0.826	0.034	1.308	-0.619
85	0.966	-0.604	0.627	0.782	-0.546	0.464	0.523	1.211	0.034	0.152	-0.279
86	0.966	0.019	1.200	0.484	-0.304	0.464	0.523	1.211	0.566	0.152	-0.689
87	1.114	1.418	0.303	-0.981	-1.824	-1.047	-0.134	-0.950	-1.095	1.308	-0.852
88	-1.200	-1.380	-0.821	0.015	-0.304	1.214	1.145	1.211	0.034	-1.646	-0.073
89	1.114	-0.135	0.648	1.251	-0.239	-0.091	1.145	-0.501	0.767	1.308	-0.853
90	-0.043	-0.758	0.697	0.135	-0.304	0.186	0.217	0.216	0.034	-0.169	-0.987
91	-1.496	-2.626	0.117	-0.981	0.728	-1.278	-2.566	-1.605	0.099	-1.646	-0.170
92	0.818	1.418	1.530	0.690	-0.304	0.186	0.217	0.216	0.034	-0.169	-0.794
93	-3.515	-1.380	-0.728	0.142	-0.490	0.705	-1.379	-1.294	0.099	1.308	-0.193
94	-1.496	1.418	1.530	-0.794	-0.848	-2.281	-1.638	-3.284	-2.224	0.345	-0.003
95	-1.200	-0.135	-1.996	-0.981	0.733	-0.493	-2.232	-0.950	-1.231	-1.646	-0.826
96	1.114	1.418	-0.871	1.251	1.216	-0.332	0.534	-0.042	1.163	1.308	-0.918
97	-0.043	0.019	0.813	0.347	-0.546	0.318	0.811	-0.606	0.257	0.152	-0.089
98	1.114	1.418	-2.151	-0.469	-0.973	0.634	-1.990	0.049	1.163	-1.646	-0.943
99	-0.043	1.418	-0.924	0.135	-1.824	-2.729	-2.566	-2.031	-3.354	-0.169	-0.470
100	-0.043	0.019	0.107	0.135	0.122	1.420	1.145	0.929	0.994	-0.169	-0.023
101	0.105	0.019	-0.376	0.433	-0.304	0.186	0.217	0.716	0.264	-0.169	-0.245
102	-0.043	0.019	0.975	0.135	-0.304	0.186	0.217	0.216	0.034	-0.169	-0.986
103	0.105	1.418	-1.614	0.433	-0.304	1.214	0.811	0.216	0.433	1.308	-0.536
104	0.966	-0.135	-1.642	0.953	0.122	0.821	0.552	0.601	0.433	1.308	-0.774
105	0.105	0.795	0.813	0.995	-0.304	1.027	0.857	0.929	0.704	1.308	-0.042
106	1.114	1.418	0.303	-0.981	-0.304	1.420	-0.711	0.929	1.163	1.308	-0.310

Appendix K: Total Variance Explained common method bias

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.898	39.773	39.773	17.898	39.773	39.773	6.643	14.762	14.762
2	4.797	10.659	50.432	4.797	10.659	50.432	5.690	12.645	27.408
3	3.680	8.178	58.610	3.680	8.178	58.610	5.025	11.168	38.575
4	2.374	5.275	63.885	2.374	5.275	63.885	4.300	9.556	48.131
5	1.811	4.025	67.911	1.811	4.025	67.911	4.111	9.136	57.266
6	1.516	3.370	71.281	1.516	3.370	71.281	3.070	6.821	64.088
7	1.351	3.003	74.284	1.351	3.003	74.284	3.026	6.724	70.811
8	1.036	2.303	76.586	1.036	2.303	76.586	2.599	5.775	76.586
9	.937	2.081	78.668						
10	.896	1.990	80.658						
11	.768	1.706	82.364						
12	.695	1.545	83.909						
13	.609	1.354	85.263						
14	.565	1.256	86.519						
15	.527	1.172	87.691						
16	.508	1.128	88.819						
17	.466	1.036	89.854						
18	.408	.906	90.761						
19	.381	.847	91.608						
20	.364	.808	92.416						
21	.353	.784	93.199						
22	.298	.662	93.862						
23	.272	.605	94.467						

24	.260	.578	95.044
25	.230	.511	95.555
26	.213	.472	96.027
27	.187	.415	96.442
28	.173	.384	96.827
29	.165	.366	97.193
30	.156	.346	97.539
31	.140	.312	97.851
32	.125	.278	98.129
33	.120	.268	98.397
34	.105	.232	98.629
35	.097	.215	98.844
36	.088	.195	99.039
37	.083	.183	99.223
38	.063	.141	99.364
39	.062	.137	99.500
40	.049	.110	99.610
41	.045	.100	99.710
42	.038	.085	99.795
43	.035	.077	99.872
44	.031	.070	99.942
45	.026	.058	100.000

Extraction Method: Principal Component Analysis.

Appendix L: Frequency table of Demographics profile of respondents from Government City council in Peninsular Malaysia

Statistics

		Gender	Race	Education	Position	State
N	Valid	106	106	106	106	106
	Missing	0	0	0	0	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	36.8	36.8	36.8
	Female	67	63.2	63.2	100.0
	Total	106	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	62	58.5	58.5	58.5
	Chinese	7	6.6	6.6	65.1
	Indian	37	34.9	34.9	100.0
	Total	106	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	12	11.3	11.3	11.3
	STPM/ Dip	38	35.8	35.8	47.2
	Bachelor degree	10	9.4	9.4	56.6
	Master Degree	45	42.5	42.5	99.1
	others	1	.9	.9	100.0
	Total	106	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineer	18	17.0	17.0	17.0
	Asst Engineer	10	9.4	9.4	26.4
	Town Planning officer	11	10.4	10.4	36.8
	Accountant	27	25.5	25.5	62.3
	Environment Health Officers	14	13.2	13.2	75.5
	General / Environmental health	17	16.0	16.0	91.5
	Ass. Environmental Health Officers	4	3.8	3.8	95.3
	Agricultural landscape officers	5	4.7	4.7	100.0
	Total	106	100.0	100.0	

State

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Perlis	1	.9	.9	.9
	Perak	60	56.6	56.6	57.5
	Pahang	1	.9	.9	58.5
	Selangor	4	3.8	3.8	62.3
	Wilayah/ Kuala Lumpur	19	17.9	17.9	80.2
	Kelantan	3	2.8	2.8	83.0
	Pulau Pinang	4	3.8	3.8	86.8
	Melaka	1	.9	.9	87.7
	Negeri Sembilan	13	12.3	12.3	100.0
	Total	106	100.0	100.0	

Appendix M: Chart diagram for respondent's demographic profile from Government City Council in Peninsular Malaysia

Education

- SPM
- STPM/ Dip
- Bachelor degree
- Master Degree
- others

Position

- Engineer
- Asst Engineer
- Town Planning officer
- Accountant
- Environment Health Officers
- General / Environmental health
- Ass. Environmental Health Officers
- Agricultural landscape officers

State
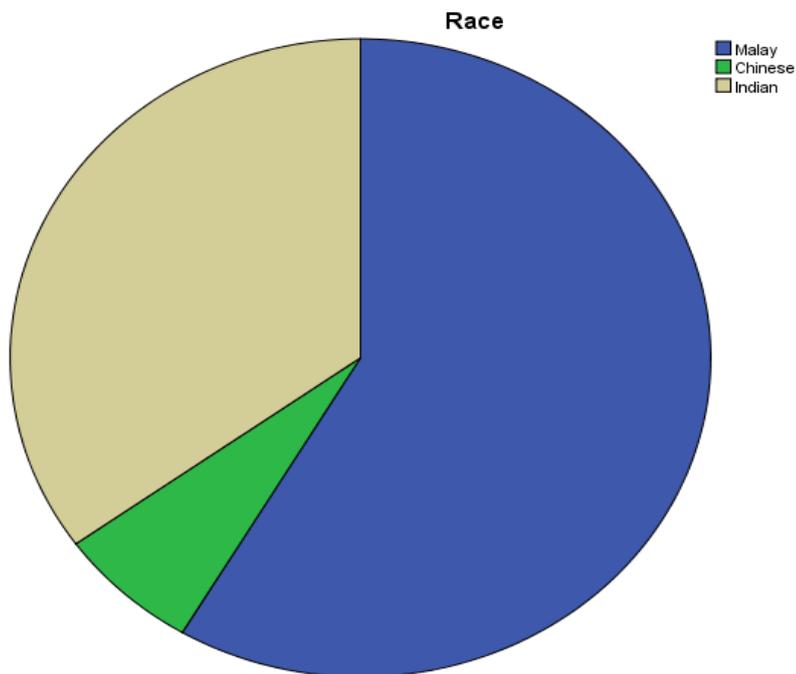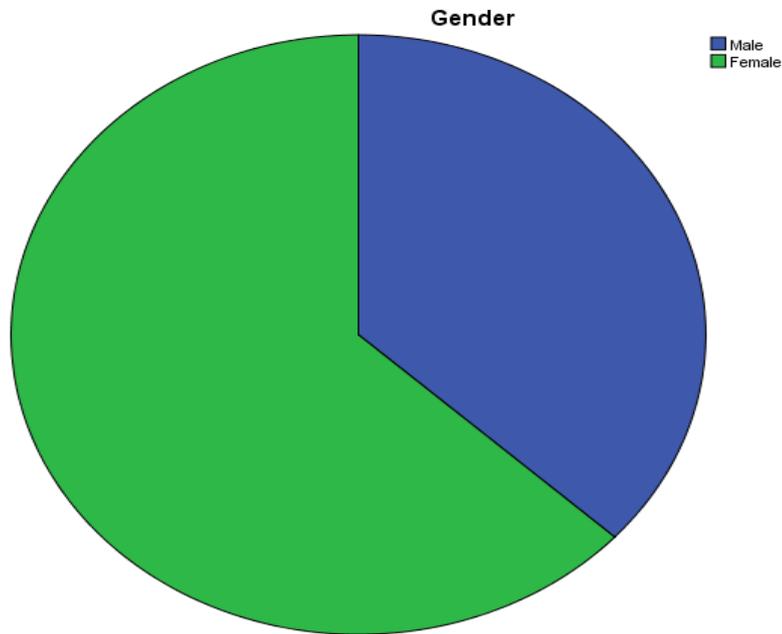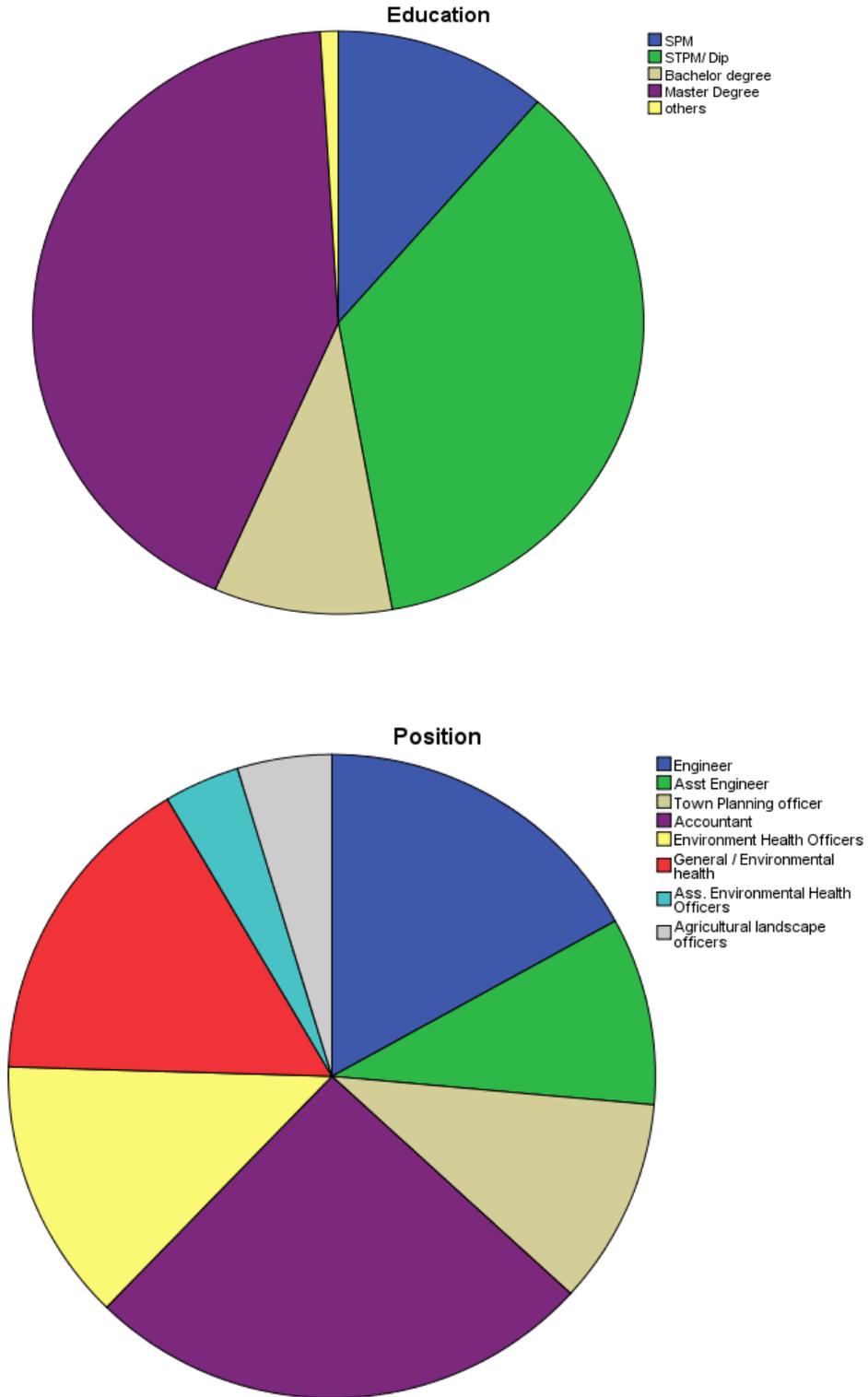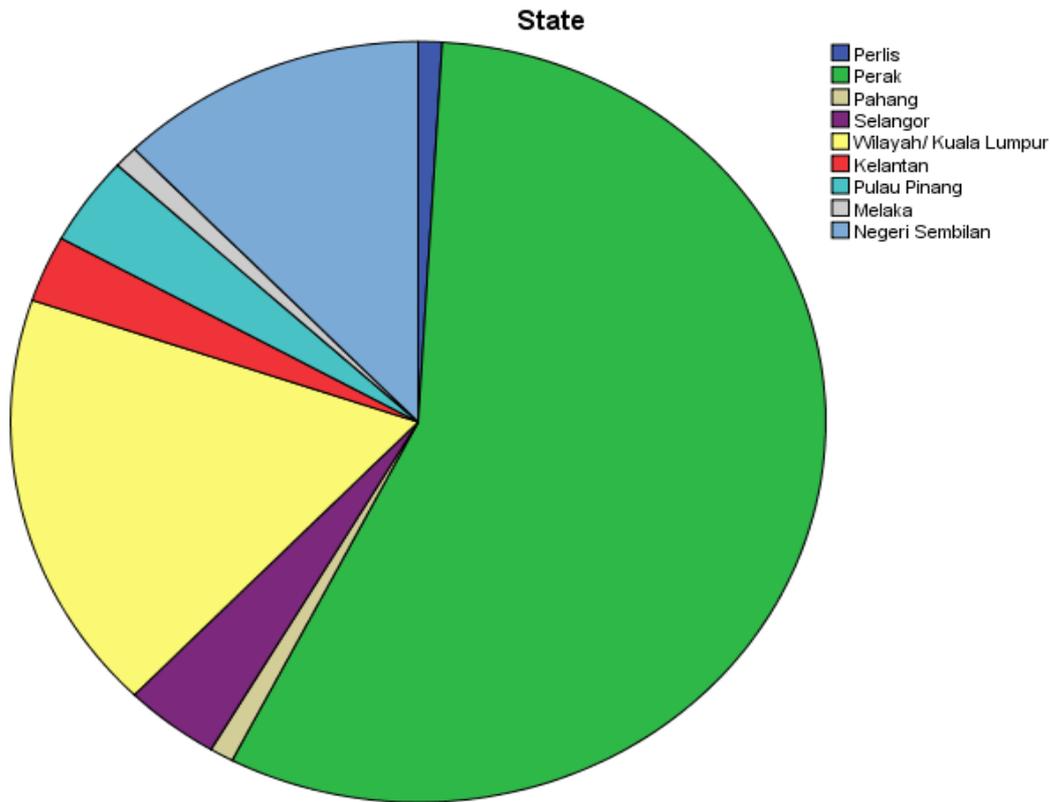
Appendix N: Summary of Descriptive Statistics of the Study Variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GMOC	106	2.50	5.00	4.1722	.67026
GRS	106	1.00	5.00	3.7698	.86841
GTD	106	1.00	5.00	3.9472	.85981
GPMA	106	1.00	5.00	3.8491	.81553
GRC	106	1.00	5.00	3.7673	1.08102
GEEP	106	1.00	5.00	3.8981	.88554
EP	106	4.00	7.00	5.7618	.78973
SP	106	2.45	5.18	4.0352	.61242
Valid N (listwise)	106				

Appendix O: Path Coefficients among the Independent Variables, and Dependent variable
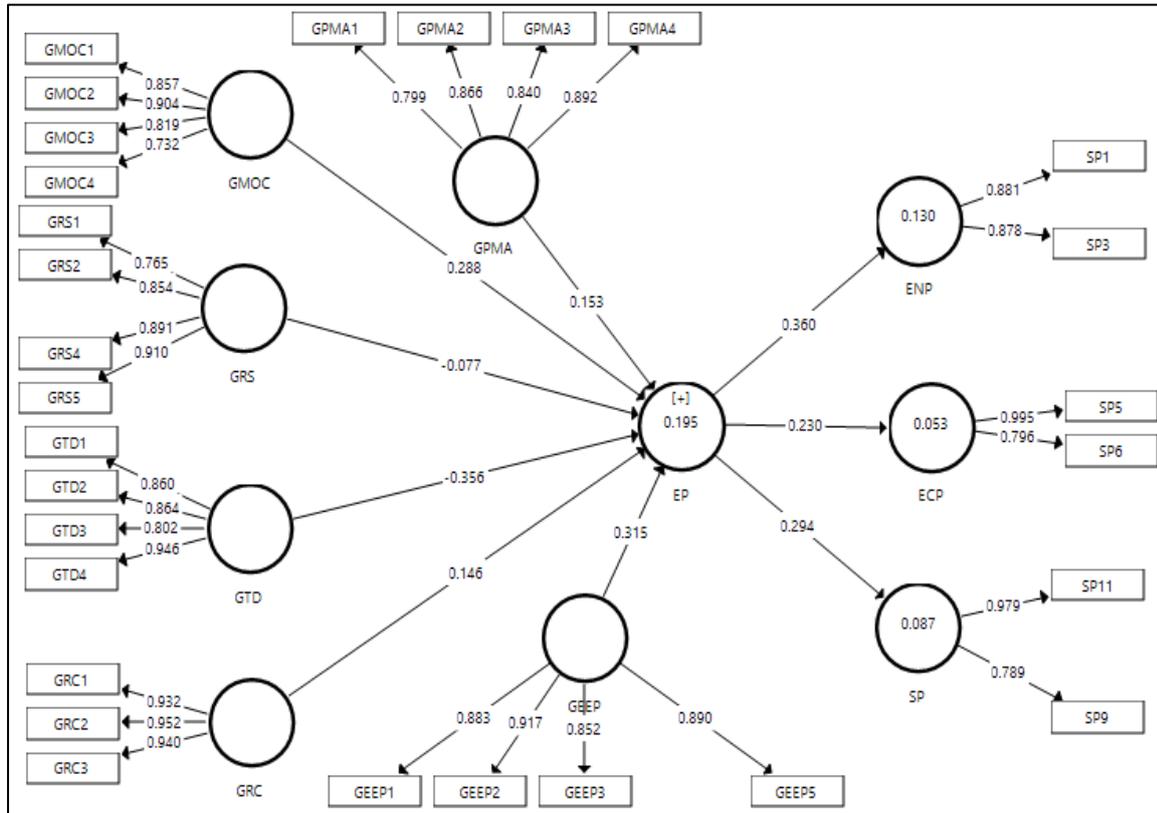
Appendix P: Reliability of Construct

First Order	Second Order	Items	Loadings	Outer weights	T Value	Crn's Alpha	rho_A	CR	AVE	VIF
Employee				N/A	N/A					
Performance		**EP1**	0.782			0.909	0.914	0.928	0.648	2.409
		EP3	0.749							3.569
		EP4	0.853							4.644
		EP5	0.78							2.268
		EP6	0.852							3.691
		EP7	0.863							3.302
		EP8	0.746							2.804
Green Employee				N/A	N/A					
Empowerment &										
Participation		**GEEP1**	0.883			0.91	0.941	0.936	0.784	2.84
		GEEP2	0.917							3.421
		GEEP3	0.852							2.72
		GEEP5	0.89							2.425
Green				N/A	N/A					
Management &		**GMOC1**	0.857			0.85	0.87	0.898	0.69	3.045

Construct	Item								
Organization Culture									
	GMOC2	0.904	N/A	N/A					3.837
	GMOC3	0.819							1.843
	GMOC4	0.732							1.64
Green Performance Management & Appraisal			N/A	N/A					
	GPMA1	0.799			0.874	0.907	0.912	0.723	1.992
	GPMA2	0.866							2.03
	GPMA3	0.84							2.293
	GPMA4	0.892							2.578
Green Reward & Compensation			N/A	N/A					
	GRC1	0.932			0.936	0.953	0.959	0.886	3.904
	GRC2	0.952							4.2
	GRC3	0.94							4.09
Green Recruitment & Selection			N/A	N/A					
	GRS1	0.765			0.884	0.958	0.917	0.734	2.059
	GRS2	0.854							2.602
	GRS4	0.891							2.595

		GRS5	0.91						2.511
Green Training				N/A	N/A				
& Development		**GTD1**	0.86			0.905	1.369	0.925	0.756	2.989
		GTD2	0.864							3.006
		GTD3	0.802							2.297
		GTD4	0.946							2.483
ENP		**SP1**	0.881			0.706	0.706	0.872	0.773	1.424
		SP3	0.979							1.716
ECP		**SP5**	0.995			0.847	3.827	0.895	0.812	1.424
		SP6	0.796							2.169
SP		**SP9**	0.789			0.785	1.55	0.881	0.79	2.169
		SP11	0.878							1.716
	Sustainable Performance								
		ENP	0.819	0.806	2.466	0.802	0.836	0.882	0.714	1.569
		ECP	0.893	-0.109	0.335					
		SP	0.821	0.385	1.111					

Appendix Q: Path Coefficients among the Independent Variables, and Dependent Variable for second order constructs
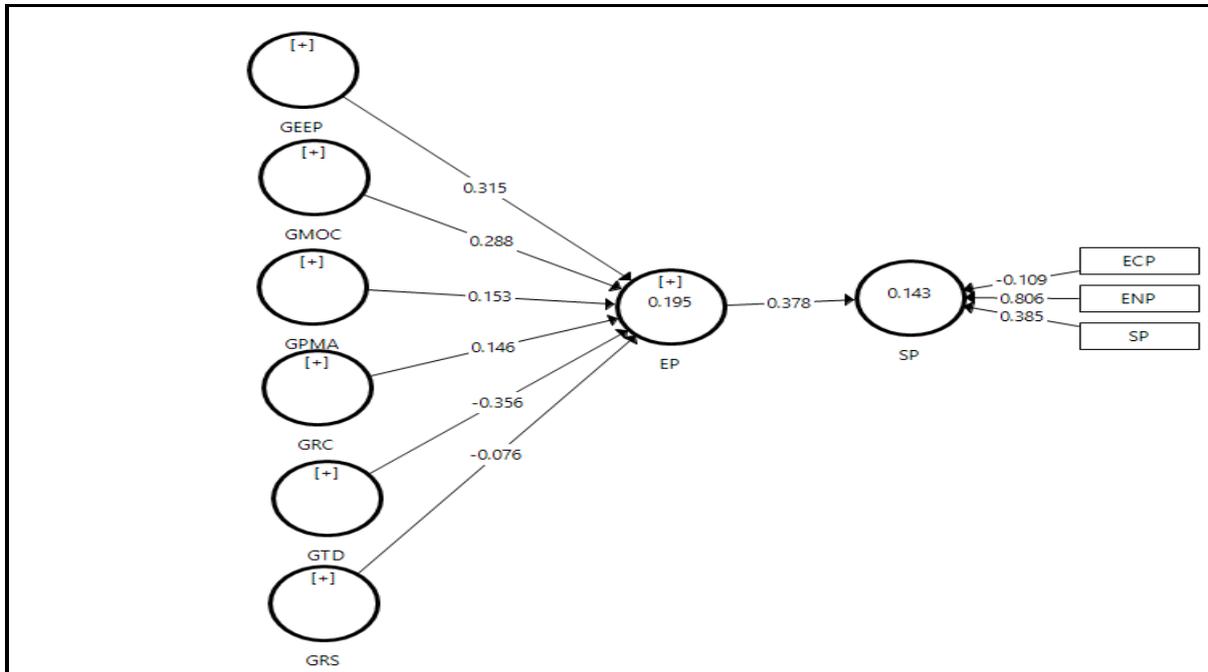
Appendix R: Cross Loading

	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP
EP1	0.202	0.177	**0.782**	0.417	0.219	0.251	0.374	0.313	0.239	0.175
EP3	0.188	0.224	**0.749**	0.347	0.172	0.235	0.391	0.223	0.273	0.208
EP4	0.195	0.267	**0.853**	0.331	0.261	0.199	0.339	0.265	0.237	0.199
EP5	0.268	0.387	**0.78**	0.212	0.285	0.184	0.151	0.262	0.067	0.254
EP6	0.093	0.249	**0.852**	0.209	0.342	0.227	0.18	0.229	0.107	0.154
EP7	0.204	0.367	**0.863**	0.285	0.228	0.215	0.204	0.151	0.133	0.328
EP8	0.121	0.303	**0.746**	0.194	0.273	0.151	0.129	0.129	0.075	0.3
GEEP1	0.556	0.376	0.289	**0.883**	0.318	0.557	0.655	0.558	0.618	0.445
GEEP2	0.515	0.332	0.318	**0.917**	0.449	0.615	0.747	0.656	0.688	0.463
GEEP3	0.45	0.298	0.207	**0.852**	0.378	0.585	0.631	0.571	0.589	0.525
GEEP5	0.338	0.304	0.379	**0.89**	0.432	0.585	0.703	0.556	0.662	0.439
GMOC1	0.174	0.163	0.304	0.238	**0.857**	0.234	0.283	0.414	0.278	0.135
GMOC2	0.312	0.185	0.241	0.415	**0.904**	0.362	0.419	0.591	0.452	0.194
GMOC3	0.205	0.238	0.289	0.488	**0.819**	0.49	0.384	0.61	0.601	0.213
GMOC4	0.065	0.108	0.193	0.369	**0.732**	0.363	0.345	0.633	0.477	0.177
GPMA1	0.241	0.115	0.149	0.488	0.365	**0.799**	0.487	0.651	0.694	0.22
GPMA2	0.314	0.286	0.264	0.63	0.411	**0.866**	0.687	0.667	0.576	0.436
GPMA3	0.209	0.104	0.187	0.505	0.344	**0.84**	0.461	0.524	0.635	0.238

GPMA4	0.433	0.238	0.242	0.585	0.348	**0.892**	0.614	0.636	0.721	0.322
GRC1	0.435	0.324	0.252	0.685	0.398	0.637	**0.932**	0.63	0.687	0.455
GRC2	0.511	0.309	0.326	0.792	0.485	0.619	**0.952**	0.692	0.697	0.432
GRC3	0.339	0.16	0.276	0.704	0.305	0.664	**0.94**	0.654	0.664	0.373
GRS1	0.515	0.327	0.122	0.528	0.589	0.442	0.509	**0.765**	0.52	0.21
GRS2	0.438	0.177	0.189	0.574	0.645	0.604	0.614	**0.854**	0.596	0.327
GRS4	0.421	0.194	0.251	0.597	0.48	0.732	0.667	**0.891**	0.701	0.213
GRS5	0.312	0.194	0.312	0.577	0.61	0.652	0.607	**0.91**	0.653	0.233
GTD1	0.173	0.048	0.088	0.565	0.497	0.658	0.51	0.608	**0.86**	0.169
GTD2	0.21	0.051	0.1	0.583	0.427	0.591	0.537	0.513	**0.864**	0.267
GTD3	0.141	0.003	0.077	0.531	0.468	0.603	0.468	0.623	**0.802**	0.232
GTD4	0.413	0.251	0.26	0.739	0.497	0.746	0.792	0.729	**0.946**	0.349
SP1	0.567	**0.881**	0.318	0.309	0.264	0.266	0.266	0.224	0.15	0.523
SP11	0.472	0.576	0.329	0.437	0.178	0.286	0.374	0.179	0.232	**0.979**
SP3	0.554	**0.878**	0.315	0.34	0.112	0.147	0.229	0.197	0.131	0.458
SP5	**0.995**	0.628	0.252	0.503	0.237	0.343	0.44	0.441	0.314	0.515
SP6	**0.796**	0.548	0.04	0.466	0.158	0.414	0.476	0.451	0.343	0.499
SP9	0.555	0.351	0.11	0.625	0.264	0.538	0.538	0.506	0.492	**0.789**

Appendix S: Construct Correlations (Diagonal Elements are Square Roots of the AVE)

	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP
ECP										
ENP	0.817									
EP	0.193	0.438								
GEEP	0.606	0.46	0.374							
GMOC	0.243	0.269	0.351	0.511						
GPMA	0.453	0.277	0.28	0.726	0.505					
GRC	0.548	0.345	0.337	0.83	0.478	0.731				
GRS	0.598	0.327	0.291	0.738	0.794	0.798	0.762			
GTD	0.328	0.137	0.186	0.749	0.621	0.844	0.71	0.763		
SP	0.728	0.686	0.278	0.704	0.305	0.527	0.588	0.46	0.441	

Appendix T: Heterotrait-Monotrait Ratio of Correlations (HTMT)

	ECP	ENP	EP	GEEP	GMOC	GPMA	GRC	GRS	GTD	SP
ECP										
ENP	0.817									
EP	0.193	0.438								
GEEP	0.606	0.46	0.374							
GMOC	0.243	0.269	0.351	0.511						
GPMA	0.453	0.277	0.28	0.726	0.505					
GRC	0.548	0.345	0.337	0.83	0.478	0.731				
GRS	0.598	0.327	0.291	0.738	0.794	0.798	0.762			
GTD	0.328	0.137	0.186	0.749	0.621	0.844	0.71	0.763		
SP	0.728	0.686	0.278	0.704	0.305	0.527	0.588	0.46	0.441	

Appendix U: T-value among the dependent variables and independent variables
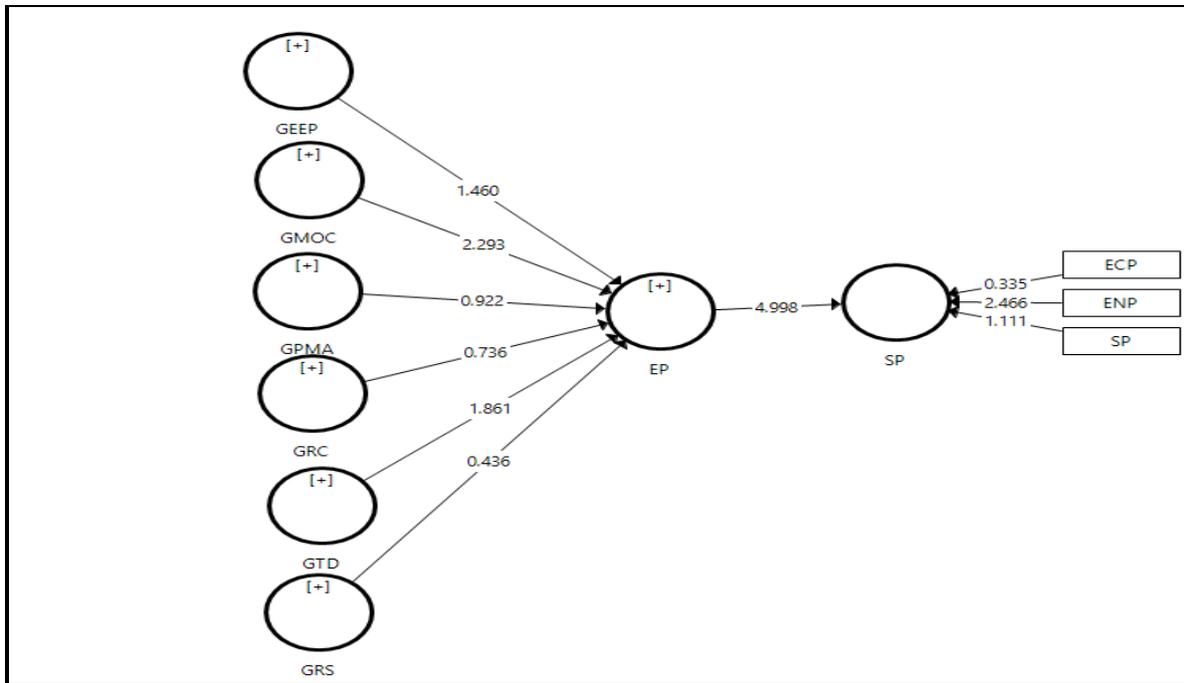
Appendix V :Root Mean Square Error Correlation (RMStheta)

	RMSE	MAE	Q²_predict
EP	0.602	0.419	-0.373
SP	0.174	0.128	0.199

Appendix W: Summary of Hypothesis Result.

Hypothesis	Beta value	Std Error	T Value	P Values	LL	UL	R2	F2	Q2	Decision
EP -> SP	0.378	0.076	4.998	0	0.226	0.471	0.143	0.167	0.077	**Supported**
GEEP -> EP	0.315	0.216	1.46	0.072	-0.019	0.662	0.195	0.041	0.057	Not Supported
GMOC -> EP	0.288	0.126	2.293	0.011	0.091	0.514		0.055		**Supported**
GPMA -> EP	0.153	0.166	0.922	0.178	-0.139	0.405		0.01		Not Supported
GRC -> EP	0.146	0.198	0.736	0.231	-0.142	0.491		0.008		Not Supported
GRS -> EP	-0.076	0.175	0.436	0.331	-0.396	0.201		0.002		Not Supported
GTD -> EP	-0.356	0.191	1.861	0.031	-0.705	-0.072		0.045		Not Supported

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS

ADMINISTRATION

(HONS) FINAL YEAR PROJECT

TITLE OF TOPIC: The Impact of Green Human Resource Management (GHRM) on Employee Performance in Government City Council Department in Peninsular of Malaysia

SURVEY QUESTIONNAIRE

Dear respondent,

We are researchers of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). The purpose of this survey is to find out whether green human resource management (GHRM) affects employee performance in environment Health Department in government sector.

Your co-operation to answer those questions is very important in helping our research. We appreciate if you could complete the following questionnaire. Any information obtained regarding with this study will remain confidential. In any written reports or publications, no one will be identified and only group data will be presented.

Thank you very much for your time and participation.

Best Regard,

PAVITRA CHANDRAN
SANGEETHA VENGADESHWARAN
WONG KENG YAM
YONG JIA CHE

Instructions:

1)   There are **Four** (4) sections in this questionnaire. Please answer ALL

        Questions in All sections.

2)   Completion of this form will take you approximately 10-15 minutes.

3)   Please feel free to share your comment in the space provided. The contents of This questionnaire will be kept **strictly confidential**.

The following set of statements related to green human resource management (GHRM) on employee performance in environment Health Department in government sector. Please circle the number that best reflects your opinions about the statement.

1 = Not At All

2 = To A Slight Extent

3 = Somewhat To Slight Extent

4 = To A Moderate Extent

5 = Somewhat To Large Extent

6 = To A Large Extent

7 = To A Very Large Extent

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Notice:

1. The purposes for which your personal data may be used are inclusive but not Limited to:-

- **For assessment of any application to UTAR**
- **For processing any benefits and services**
- **For communication purposes**
- **For advertorial and news**
- **For general administration and record purposes**
- **For enhancing the value of education**
- **For educational purposes consequential to UTAR**
- **For the purpose of our corporate governance**
- **For consideration as a guarantor for UTAR staff/ student applying for her/ his scholarship/ study loan**

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3. Any personal information retained by UTAR shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

4. UTAR is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UTAR would also ensure that your personal data shall not be used for political and commercial purposes.

Consent:

1. By submitting this form you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2. If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UTAR will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3. You may access and update your personal data by writing to us at dhr@utar.edu.my.

SECTION A: RESPONDENT INFORMATION

Kindly indicate your response by marking (√) in the most appropriate box.

1. Gender:

☐ Male ☐ Female

2. Age (years):

☐ Below 25 ☐ 46 - 55

☐ 25 - 35 ☐ More than 55

☐ 36 - 45

3. Race:

☐ Malay ☐ Indian

☐ Chinese ☐ Others (please specify): _____

4. Level of Education:

☐ SPM ☐ Master Degree

☐ STPM/Diploma ☐ PhD/Doctorate

☐ Bachelor's Degree ☐ Others (Please Specify): _____

5. Length of service in this company:

☐ Less than 1 year ☐ 11 - 15 years

☐ 1 - 5 years ☐ 16 - 20 years

☐ 6 - 10 years ☐ More than 20 years

6. Job Position:

☐ Engineer ☐ Environmental Health Officer

☐ Asst. Engineer ☐ General / Environmental Health Officer

☐ Town Planning Officer ☐ Assistant Environmental Health Officer

☐ Accountant ☐ Agricultural / Landscape Officer

7. State

☐ Perlis ☐ Pahang ☐ Kelantan ☐ Negeri Sembilan

☐ Kedah ☐ Selangor ☐ Terengganu ☐ Melaka

☐ Perak ☐ Wilayah/Kuala Lumpur ☐ Johor ☐ Kelantan

8. Department: _____

SEKSYEN A: MAKLUMAT RESPONDEN

Sila nyatakan jawapan anda dengan menandakan (√) pada kotak yang paling sesuai.

1. Jantina:

☐ Lelaki   ☐ Perempuan

2. Umur (Tahun):

☐ Di Bawah 25   ☐ 46 - 55

☐ 25 - 35   ☐ Lebih Daripada 55

☐ 36 - 45

3. Bangsa:

☐ Melayu   ☐ India

☐ Cina   ☐ Lain (Sila Nyatakan): _____

4. Tahap Pendidikan:

☐ SPM   ☐ Muda Sarjana

☐ STPM/Diploma   ☐ PhD / Doktor Falsafah

☐ Ijazah Sarjana   ☐ Lain (Sila Nyatakan): _____

5. Tempoh perkhidmatan di syarikat ini:

☐ Kurang dari 1 tahun   ☐ 11 - 15 Tahun

☐ 1 - 5 Tahun   ☐ 16 - 20 Tahun

☐ 6 - 10 Tahun   ☐ Lebih daripada 20 tahun

6. Job Position:

☐ Jurutera   ☐ Pegawai Kesihatan Alam Sekitar

☐ Pen. Jurutera   ☐ Pegawai Kesihatan Umum / Persekitaran

☐ Pegawai Perancang Bandar   ☐ Penolong Pegawai Kesihatan Alam Sekitar

☐ Akauntan   ☐ Pegawai Pertanian / Landskap

7. State

☐ Perlis   ☐ Pahang   ☐ Kelantan   ☐ Negeri Sembilan

☐ Kedah   ☐ Selangor   ☐ Terengganu   ☐ Melaka

☐ Perak   ☐ Wilayah/Kuala Lumpur   ☐ Johor   ☐ Kelantan

8. **Jabatan:** _____

SECTION B: GREEN HRM PRACTICES

Activities involved in development, implementation and ongoing maintenance of policies, practices and system that aims at making green organization to achieve environmental goals and significantly contribute to the environmental sustainability

---

Using the scale below, please indicate the extent to which your organization implemented Green HRM practices.

1	2	3	4	5
To a slight extent	Somewhat to slight extent	To a moderate extent	Somewhat to Large Extent	To a large extent

Green Management of Organizational culture *(Set of assumptions, values, symbols, and organizational artifacts that reflect the desire or necessity of being an environmentally oriented organization)*

1.	Top management actively support environmental practices	1	2	3	4	5
2.	Organizational vision/mission statements include environmental concern	1	2	3	4	5
3.	Top management clarify information and values of environmental management throughout the organization	1	2	3	4	5
4.	Team/departmental budgets cover environmental impact	1	2	3	4	5

Green Recruitment & Selection *(The practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees)*

5.	Job description specification includes environmental concerns	1	2	3	4	5
6.	Environmental performance of the company attracts highly qualified employees	1	2	3	4	5
7.	Selecting applicants who are sufficiently aware of greening to fill job vacancies	1	2	3	4	5
8.	Recruitment messages include environmental behaviour/commitment criteria	1	2	3	4	5
9.	Job positions designed to focus exclusively on environmental management aspects of the organizations	1	2	3	4	5

Green Training & Development (*Planned and systematic programs and efforts to modify or develop environmental related knowledge, skills and attitudes through learning experience to achieve environmental objectives.)*

10.	Providing environmental training to the organizational members to increase environmental awareness	1	2	3	4	5
11.	Take into account the needs of environmental issues when training requirements analysed	1	2	3	4	5
12.	Following induction programs that emphasize environmental issue concerns	1	2	3	4	5
13.	All training materials are available online for employee to reduce paper cost	1	2	3	4	5
14.	Environmental training is a priority when compared to other types of company training	1	2	3	4	5

Green Performance Management & Appraisal *(A tool that is being used to measure employee's performance based on their responsibilities to improve the organizational productivity)*

15.	Employees know their specific green targets, goals and responsibilities	1	2	3	4	5
16.	Roles of managers in achieving green outcomes included in appraisals	1	2	3	4	5
17.	Providing regular feedback to the employees or team to achieve environmental goals to improve their environmental performance	1	2	3	4	5
18.	Incorporate environmental management objectives and targets in the organization performance evaluation system	1	2	3	4	5

SEKSYEN B: AMALAN HRM GREEN

Aktiviti yang terlibat dalam pembangunan, pelaksanaan dan penyelenggaraan yang berterusan dasar, amalan dan sistem yang bertujuan untuk menjadikan organisasi hijau untuk mencapai matlamat alam sekitar dan menyumbang dengan ketara kepada kelestarian alam sekitar

Menggunakan skala di bawah, sila nyatakan sejauh mana organisasi anda melaksanakan amalan HRM Hijau

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju

Pengurusan Hijau Budaya organisasi (Set andaian, nilai, simbol, dan artifak organisasi yang mencerminkan keinginan atau keinginan menjadi organisasi berorientasikan alam)

1.	Pengurusan atasan secara aktif menyokong amalan alam sekitar	1	2	3	4	5
2.	Kenyataan visi / misi organisasi termasuk kebimbangan alam sekitar	1	2	3	4	5
3.	Pengurusan tertinggi menjelaskan maklumat dan nilai-nilai pengurusan alam sekitar di seluruh organisasi	1	2	3	4	5
4.	Pasukan / belanjawan jabatan meliputi kesan alam sekitar	1	2	3	4	5

Pengambilan & Pemilihan Hijau *(amalan dan aktiviti yang dijalankan oleh organisasi dengan tujuan utama untuk mengenal pasti dan menarik pekerja yang berpotensi)*

5.	Spesifikasi penerangan pekerjaan termasuk kebimbangan alam sekitar	1	2	3	4	5
6.	Prestasi alam sekitar syarikat menarik pekerja yang berkelayakan	1	2	3	4	5
7.	Memilih pemohon yang cukup sedar penghijauan untuk mengisi kekosongan jawatan	1	2	3	4	5
8.	Mesej perekrutan termasuk kriteria tingkah laku / komitmen alam sekitar	1	2	3	4	5
9.	Jawatan pekerjaan yang dirancang untuk memberi tumpuan khusus kepada aspek pengurusan alam sekitar organisasi	1	2	3	4	5

Latihan & Pembangunan Hijau (*Program yang dirancang secara sistematik dan diusahakan untuk mengubahsuai atau mengembangkan pengetahuan, kemahiran dan sikap yang berkaitan dengan alam sekitar melalui pengalaman pembelajaran untuk mencapai objektif alam sekitar.*)

10.	Memberi latihan alam sekitar kepada ahli organisasi untuk meningkatkan kesedaran alam sekitar	1	2	3	4	5
11.	Mengambil kira keperluan isu-isu alam sekitar apabila keperluan latihan dianalisis	1	2	3	4	5
12.	Mengikuti program induksi yang menekankan isu kebimbangan alam sekitar	1	2	3	4	5
13.	Semua bahan-bahan latihan boleh didapati dalam talian untuk pekerja untuk mengurangkan kos kertas	1	2	3	4	5
14.	Latihan alam sekitar adalah keutamaan jika dibandingkan dengan jenis latihan syarikat lain	1	2	3	4	5

Pengurusan Prestasi & Penilaian Hijau (Alat yang digunakan untuk mengukur prestasi pekerja berdasarkan tanggungjawab mereka untuk meningkatkan produktiviti organisasi)

15.	Pekerja tahu sasaran hijau, matlamat dan tanggungjawab mereka	1	2	3	4	5
16.	Peranan pengurus dalam mencapai hasil hijau termasuk dalam penilaian	1	2	3	4	5
17.	Memberi maklum balas yang kerap kepada pekerja atau pasukan untuk mencapai matlamat alam sekitar untuk meningkatkan prestasi alam sekitar mereka	1	2	3	4	5
18.	Menggabungkan objektif pengurusan alam sekitar dan sasaran dalam sistem penilaian prestasi organisasi	1	2	3	4	5

Green Reward & Compensation (*Practices aims at attracting, retaining, motivating and encouraging employees to develop knowledge, attitudes and skills that helps to achieve environmental objectives of the organization*)

19.	Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance	1	2	3	4	5
20.	The company offers a non-monetary and monetary rewards based on the environmental achievements (leaves, gifts, bonuses, cash, premiums, promotion)	1	2	3	4	5
21.	Environmental performance is recognised publically (awards, dinner and publicity)	1	2	3	4	5

Green Employee Empowerment & Participation (*Employee's empowerment through which authority share its power with employees to address environmental issues and this enable hearing the voice of employee to shape environmental objectives*)

22.	Introducing green whistle-blowing and help lines	1	2	3	4	5
23.	Providing opportunities to the employee to involve and participate in green suggestion schemes and joint consultations for environmental issues problem solving	1	2	3	4	5
24.	Organization offers workshops or forums for staff to improve environmental behaviour and exchange their tacit knowledge	1	2	3	4	5
25.	Involve employees in formulating environmental strategy	1	2	3	4	5
26.	Top manager use teamwork to successfully manage and produce awareness about environmental issues in the company	1	2	3	4	5

SECTION C: EMPLOYEE PERFORMANCE
The employee's contribution has been seen as one of the most important factor for organization development.

Using the scale below, please indicate the extent to which your organization employee performance on Green HRM practices.

1	2	3	4	5	6	7
Not at all	To a slight extent	Somewhat to slight extent	To a moderate extent	Somewhat to Large Extent	To a large extent	To a very large extent

In-role Behaviours

1.	Job knowledge	1	2	3	4	5	6	7
2.	Accuracy of work	1	2	3	4	5	6	7
3.	Productivity	1	2	3	4	5	6	7
4.	Ability to organize work	1	2	3	4	5	6	7

Extra-role Behaviours

5.	Dependability	1	2	3	4	5	6	7
6.	Following policies and procedures	1	2	3	4	5	6	7
7.	Initiative	1	2	3	4	5	6	7
8.	Team work	1	2	3	4	5	6	7

Ganjaran Hijau & Pampasan (*Amalan bertujuan untuk menarik, mengekalkan, memotivasi dan menggalakkan pekerja untuk membangunkan pengetahuan, sikap dan kemahiran yang membantu mencapai objektif alam sekitar organisasi*)

19.	Menerakan skim cadangan ke dalam sistem ganjaran dengan memperkenalkan ganjaran untuk inisiatif / prestasi alam sekitar yang inovati	1	2	3	4	5
20.	Syarikat menawarkan ganjaran bukan kewangan dan kewangan berdasarkan pencapaian alam sekitar (daun, hadiah, bonus, wang tunai, premium, promosi)	1	2	3	4	5
21.	Prestasi alam sekitar diiktiraf secara umum (anugerah, makan malam dan publisiti)	1	2	3	4	5

Pemberdayaan & Penyertaan Pekerja Hijau *(Pemberdayaan pekerja di mana pihak berkuasa berkongsi kuasa dengan pekerja untuk menangani isu-isu alam sekitar dan ini membolehkan pendengaran suara pekerja untuk membentuk objektif alam sekitar)*

22.	Memperkenalkan pemberi maklumat hijau dan bantuan baris	1	2	3	4	5
23.	Menyediakan peluang kepada pekerja untuk melibatkan dan mengambil bahagian dalam skim cadangan hijau dan perundingan bersama untuk isu-isu penyelesaian masalah alam sekitar	1	2	3	4	5
24.	Organisasi menawarkan bengkel atau forum untuk kakitangan untuk memperbaiki tingkah laku alam sekitar dan bertukar-tukar pengetahuan tersirat mereka	1	2	3	4	5
25.	Melibatkan pekerja dalam merangka strategi alam sekitar	1	2	3	4	5
26.	Pengurus atas menggunakan kerja berpasukan untuk berjaya mengurus dan menghasilkan kesedaran mengenai isu-isu alam sekitar dalam syarikat	1	2	3	4	5

SEKSYEN C: PRESTASI PEKERJA
Sumbangan pekerja telah dilihat sebagai salah satu faktor yang paling penting untuk pembangunan organisasi.

Menggunakan skala di bawah, sila nyatakan sejauh mana prestasi pekerja organisasi anda pada amalan HRM Hijau.

1	2	3	4	5	6	7
Sama Sekali Tidak Setuju	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju	Sangat Setuju Sekali

Perilaku Dalam Peranan

1.	Pengetahuan pekerjaan	1	2	3	4	5	6	7
2.	Ketepatan kerja	1	2	3	4	5	6	7
3.	Produktiviti	1	2	3	4	5	6	7
4.	Keupayaan untuk menyusun kerja	1	2	3	4	5	6	7

Kelakuan Peranan Tambahan

5.	Ketergantungan	1	2	3	4	5	6	7
6.	Berikutan dasar dan prosedur	1	2	3	4	5	6	7
7.	Inisiatif	1	2	3	4	5	6	7
8.	Kerja berpasukan	1	2	3	4	5	6	7

| **SECTION D: SUSTAINABLE PERFORMANCE** |
| Firm's ability to perform not just on the economic performance but also on the environmental and social performance |

Using the scale below, please indicate the extent to which you agree with the following statement as they relate to the changes in your organization performance in the last three years caused by the green HRM practices

1	2	3	4	5
To a slight extent	Somewhat to slight extent	To a moderate extent	Somewhat to Large Extent	To a large extent

Environmental Performance (*Actual impacts of GHRM practices on organizational environmental performance such as compliance to environmental standards, reduction in air emissions, resource consumption and consumption of hazardous materials*)

1.	Reduction of air (CO_2) emission	1 2 3 4 5
2.	Reduction of water	1 2 3 4 5
3.	Reduction of energy consumption	1 2 3 4 5
4.	Decrease in material usage	1 2 3 4 5

Economic Performance (*Actual impacts of GHRM practices on organization ability to decrease the costs and expenses that are related to waste discharge, energy consumption, purchasing of materials and improve outcome in regards to the quality and production volumes*)

5.	Improve company image (company is seen as green company)	1 2 3 4 5
6.	Decrease in materials purchasing cost/inventory levels	1 2 3 4 5

Social Performance (*Actual impacts of GHRM practices on social aspects associated with a firm and the product image from the various internal and external stakeholders' viewpoint such as employees, supplier, public and customers*)

7.	Improvement in employee's health and safety	1 2 3 4 5
8.	Improvement in employee's quality of life	1 2 3 4 5
9.	Incentives and engagement for local employment	1 2 3 4 5
10.	Improvement in community health and safety	1 2 3 4 5
11.	Reduction of negative impacts of products, processes and activities on the local community	1 2 3 4 5

<Thanks for your time>

BAHAGIAN D: PRESTASI MAMPAN
Keupayaan firma untuk melaksanakan bukan hanya prestasi ekonomi tetapi juga prestasi alam sekitar dan sosial

Keupayaan firma untuk melaksanakan bukan hanya prestasi ekonomi tetapi juga prestasi alam sekitar dan sosial

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju

Prestasi Alam Sekitar *(kesan Sebenar amalan GHRM prestasi alam sekitar organisasi seperti pematuhan kepada piawai alam sekitar, pengurangan pelepasan udara, penggunaan sumber dan penggunaan bahan-bahan berbahaya)*

1.	Pengurangan udara (CO_2) pelepasan	1	2	3	4	5
2.	Pengurangan air	1	2	3	4	5
3.	Pengurangan penggunaan tenaga	1	2	3	4	5
4.	Meningkatkan pematuhan dengan piawaian alam sekitar	1	2	3	4	5

Prestasi ekonomi *(kesan Sebenar amalan GHRM kepada keupayaan organisasi untuk mengurangkan kos dan perbelanjaan yang berkaitan dengan buang pelepasan, penggunaan tenaga, pembelian bahan dan meningkatkan hasil dalam hal jumlah kualiti dan pengeluaran)*

5.	Meningkatkan imej syarikat (syarikat dilihat sebagai syarikat hijau)	1	2	3	4	5
6.	Pengurangan bahan pembelian tahap kos / inventori	1	2	3	4	5

Prestasi sosial *(kesan Sebenar amalan GHRM kepada aspek sosial yang berkaitan dengan firma dan imej produk dari pelbagai pihak berkepentingan dalaman dan luaran pandangan seperti pekerja, pembekal, orang awam dan pelanggan)*

7.	Peningkatan dalam kesihatan dan keselamatan pekerja	1	2	3	4	5
8.	Peningkatan kualiti hidup pekerja	1	2	3	4	5
9.	Insentif dan penglibatan pekerjaan kepada masyarakat setempat	1	2	3	4	5
10.	Peningkatan dalam kesihatan masyarakat dan keselamatan	1	2	3	4	5
11.	Pengurangan kesan negatif terhadap produk, proses dan aktiviti masyarakat setempat	1	2	3	4	5

<Terima kasih untuk masa anda>