Green Human Resource Management: A Case Of Malaysia

F.R.Azmi[1], H.Musa[1, 2], F. Shahbodin[2], H. Hazmilah[2] and S. Fam[2]

[1]Faculty ofTechnology Management and Technopreneurship, UniversitiTeknikalMalaysiaMelaka, Malaysia
[2]Center for Technopreneurship Development, Universiti Teknikal Malaysia Melaka Malaysia.
Corresponding Author: F.R.Azmi

Abstract: *Green human resource management (GHRM) has become a key business strategy for the significant organizations where human resource departments play an active part in going green at the organizations. The main purpose of this study focused on training and development of Employee Knowledge, Employee Skill and Employee Attitude towards the implementation of Green Human Resource Management (GHRM). A total of 150 questionnaires were distributed via email to the organizations who implemented GHRM in Malaysia, but only 100 were returned. The results of the analysis indicated employee skills as the most significant factors for organization to implement GHRM. For the practicality of this study, GHRM is anticipated to be well implemented when the employee skills are emphasized.*
Keywords*: Green Human Resource Management, Employee Skills, Employee Knowledge, Employee Attitude.*

I. Introduction

In the context of technology, the organization should well fit to implementing green practice. In engineering management mentioned to ensure effectiveness and efficient planning, the organization must concentrates on engineering principles especially involve in green practice [1]. The incorporation of green/environmental concerns at organizations generally occurs through technical alterations in product and service projects and in production and operations processes [2]. Organizations should align their human resources management practices towards their strategic goal, and that such practices should develop Employee skills, Employee knowledge and Employee attitude in ways considered supportive of a particular strategy[3]–[6]. Although there were many studies indicating the successful of a business determined by its performances from adopting certain innovation[7]–[9], green human resource management (GHRM) has become a key business strategy for the significant organizations where human resource departments play an active part in going green at the office [10] and as an innovation process in responding to pro-environments [11], [12] . GHRM refers to using every employee line to encourage sustainable performs [13]. As such, practices are generally very complex, and most employees are not aware of green principles [14]. Additionally, the employee involvement and training to be central for the company's success [10], [15]. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives [16]. Training and development is a practice that focuses on development of employee skills, employee knowledge, and employee attitude, prevent deterioration of environment management is related to those dimension [3], [4], [6], [17], [18].

The purpose of this study is to examine the relationship between the employee knowledge (to our knowledge of the employee as a role of internal environmental orientation, especially in the relationship between HRM) [19], employee skills (to ensure the development process; and providing employees with the skills to implement strategic management) [20] and employee attitude (the employee attitudes to green management becomes positive and motivated to participating new green management activities) [21] toward the implementation of GHRM. Figure 1 shows the conceptual model of the study. Therefore, employee knowledge (H1), employee skills (H2) and employee attitude (H3) have positive relationship with GHRM.
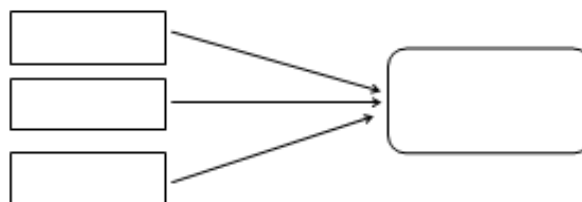

Figure 1: Conceptual model

II. Literature Review

The field of strategic human resource management has seemingly rediscovered human capital with increasing research focused on human capital as a mediator in the relationship between HR practices and performance [22]. Moreover, HRM overview is the statement that organizations should align their HRM practices towards their strategic goal, and that such practices should develop employee skills, knowledge and motivation such that employees behave in ways considered supportive of a particular strategy [22], [23]. However, scholars have recently argued that although employees are exposed to HR systems rather than individual practices, the parts of these systems are not necessarily equivalent in their impact [3].

In order to implement GHRM, the new system of the management may involve whereby can cause low employee skills or employee motivation or commitment may change [24]. Due to that, development and training in HRM shaped the skills and attitudes of employees [25]. The effectively of implementation of HRM are likely cause employees to perceive that their exchange relationship with the organization is characterized by a supportive environment based on investments in employee skills and supported employee attitudes whereby to performed well in the organizations [26]. Furthermore, increasing task complexity contributes to and, in turn, requires a greater exchange of knowledge among employees [27]. In order to well implemented GHRM, knowledge of employee, skills and attitudes are contributes to it.

III. Methodology

The method used in sampling was a convenience sampling, which is a type of non-random probability sampling technique. The study used survey (questionnaires) method as instruments to collecting the data. Questionnaire consists of two part which is part A for demographics profile and part B for training and development to implementing GHRM. Demographics profile contained of gender and length of service in the company. Training and development to implementing GHRM contained of employee skills, employee knowledge, and employee attitude. Part B was measured by 7-point Likert scale. These items were measured using a Likert scale ranging from 1=strongly disagree, 2=disagree, 3=quite disagree, 4=neutral, 5=quite agree, 6=agree and 7=strongly agree. A total of 150 questionnaires were distributed via email but only 100 were returned.

For the statistical analysis, the study applies descriptive analysis to measure the distribution of the demographic of the respondents. Reliability analyses were applied to test reliability of the instrument. Moreover, correlation analysis applies to examine the relationship training and development towards the implementation of GHRM. Regression analysis applied to determine the predicted factors of training and development towards implementation of GHRM.

IV. Results and Discussions

Table 1 show that distributions of demographic profile of respondents. Most of the respondents are female (53%), followed by male (47%). Respondents who service between 11-15 years are calculated the highest responded to the study which is 55%, followed by 6-10 years (24%), below than 5 years (11%), 15 years and above (10%).

A Cronbach alpha greater than 0.60 is generally accepted for exploratory research to indicate reliability for the measurement although a value greater than 0.70 is more preferable [28], [29]. So, the instruments are reliable for the study. For reliable test, Cronbach's alpha for all variables were acceptable for employee knowledge, 0.651 (moderate); employee skills, 0.865 (very good); and 0.680 (moderate) for employee attitude.

Based on correlation analysis, employee skills showed the highest correlation which is 0.865 among others factors of training and development. Followed by employee knowledge showed 0.651. Meanwhile, employee attitude (0.680) showed the lowest correlation to the implementation of GHRM. Furthermore, the analysis showed H1, H2 and H3 was supported by analytical analysis. Regression analysis showed, R^2 =0.32 implies that the employees skills contributed most whereby explained 32% of the variability of the implementation of GHRM. Employee skills explained 17% to the implementation of GHRM. Meanwhile, employee attitude explained the lowest (15%) contributed to the implementation of GHRM. Table 2 shows a summary of the analysis.

This study has revealed the existence of a highest significant correlation between employee skills (0.865) and implementation of GHRM. The correlation analysis has interpreted a very good positive correlation between employee skills and the GHRM. According to this analysis, the result shows there was a significant relationship between independent and dependent variable of this study. The study were supported by J. Hughes and E. Rog [30] whereby, organization should have the requisite skills to retain and engage valued employee talent. S. Ahmad [10] also adds, professional skills of employee were needed to achieve green practices of the organizations. Furthermore, the organization faced shortage of labor skills as a challenge on implemented green practices [31].

Table 1: Distribution of respondents

	Frequency	Per cent
Gender	100	100.0
Male	47	47.0
Female	53	53.0
Length of service	100	100.0
<5	11	11.0
6-10	24	24.0
11-15	55	55.0
>15	10	10.0

Table 2: Summary of the analysis

Variables	Reliability Analysis	Correlation Analysis	Regression Analysis (R^2)	Hypotheses
Employee knowledge (H1)	0.627	0.651**	0.17**	supported
Employee skills (H2)	0.771	0.865**	0.32**	supported
Employee attitude (H3)	0.680	0.602**	0.15**	supported

**Correlation is significant at the 0.01 level (2-tailed)

V. Conclusion

The study provides a better understanding on organization because, employee skill become most influencing factor to implementing GHRM. Based on the results, employee skills become crucial factors to implement green practice on organization. Therefore, top management of the organization must meet all the understanding of the green practices to ensure the ES delivered to the employees. The employee skills gives organization concerns about GHRM practices that implemented in the current practices, this study address in the management filed and contributes to theoretical development of behavior formation in the implementation of environmental practices in the context of this sector. The findings shed some light on ways to potentially enhance the effectiveness of implementing GHRM.

However, the study has limitations of the variables whereby three variables were taken in this study to represent training and development towards the implementation of GHRM. The study also has limited the size of sample; it should be expanded by included more company who implemented GHRM in the survey. A larger sample with more assorted qualities would have profited the study. Another conceivable change in the study could have been direct interviewing to participants. Personal interviews could elicit greater information regarding participants' knowledge and attitudes. This method could have included imperative subjective information and more prominent understanding into the participants' idea and assessments.

References

[1]   W. Elmaraghy, H. Elmaraghy, T. Tomiyama, and L. Monostori, "Complexity in engineering design and manufacturing," CIRP Ann. - Manuf. Technol., vol. 61, no. 2, 2012, pp. 793–814.
[2]   A. A. Teixeira, C. J. C. Jabbour, and A. B. L. D. S. Jabbour, "Relationship between green management and environmental training in companies located in Brazil: A theoretical framework and case studies," Int. J. Prod. Econ., vol. 140, no. 1, 2012,pp. 318–329.
[3]   K. Jiang, D. Lepak, J. Hu, and J. Baer, "How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms," Acad. Manag. J., vol. 55, no. 2, 2012, pp. 1264–1294.
[4]   C.H. Chuang and H. Liao, "Strategic Human Resource Management in Service Context: Taking Care of Business by Taking Care of Employees and Customers," Pers. Psychol., vol. 63, no. 1, Mar. 2010, pp. 153–196.
[5]   P. F. Buller and G. M. McEvoy, "Strategy, human resource management and performance: Sharpening line of sight," Hum. Resour. Manag. Rev., vol. 22, no. 1, 2012, pp. 43–56.
[6]   K. Jiang, D. P. Lepak, K. Han, Y. Hong, A. Kim, and A.-L. Winkler, "Clarifying the construct of human resource systems: Relating human resource management to employee performance," Hum. Resour. Manag. Rev., vol. 22, Jun. 201, no. 2, pp. 73–852.
[7]   H. Musa, S. C. H. Li, Z. A. Abas, and N. Mohamad, "Adoption Factor of Mobile Marketing: The Case of Small Medium Enterprises (SMEs) in Malaysia," Int. Rev. Manag. Mark., vol. 6, no. 7S, , 2016, pp. 112–115.
[8]   H. Musa, N. A. Rahim, F. R. Azmi, A. S. Shibghatullah, and N. A. Othman, "Social Media Marketing and Online Small and Medium Enterprises Performance: Perspective of Malaysian Small and Medium Enterprises," Int. Rev. Manag. Mark., vol. 6, no. 7S, 2016, pp. 1–5.
[9]   H. Musa, M. S. M. Taib, S. C. H. Li, J. Jabar, and F. A. Khalid, "Drop-shipping Supply Chain : The Characteristics of SMEs towards adopting it," Soc. Sci., vol. 11, no. 11, , 2016, pp. 2856–2863.
[10]   S. Ahmad, "Green Human Resource Management: Policies and practices," Cogent Bus. Manag., vol. 2, no. 1, pp. 1–13, 2015.
[11]   I. Rajiani, H. Musa, and B. Hardjono, "Ability, Motivation and Opportunity as Determinants of Green Human Resources Management Innovation," Res. J. Bus. Manag., vol. 10, no. 1, 2016, pp. 51–57.
[12]   N. Abdullah, AR. Yunus, H. Ariffin, "Keselarasan peersonaliti dengan program pengajian dan hubungannya dengan pencapaian akademik pelajar KUTKM", Unpublished research report Kolej Universiti Teknikal Kebangsaan Malaysia, 2006
[13]   A. Trivedi, "Green Hrm: Traditions and Designed Effortin the Organizations," BEST Int. J. Manag. Inf. Technol. Eng. (BEST

IJMITE), vol. 3, no. 12, 2015, pp. 29–36.

[14]   A. H. Hu and C. Hsu, "Critical factors for implementing green supply chain management practice," Manag. Res. Rev., vol. 33, no. 6, 2010, pp. 586–608.

[15]   SSA Al-Shami, MR. Muhammad, IA. Majid, AR Yunus, N. Rashid, "The effect of microfinance on women's empowerment: evidence from Malaysia", Asian Journal of Women's Studies 22 (3), 2016, 318-337

[16]   C. M. Mathapati, "Green HRM: A strategic facet," Tactful Manag. Res. J., vol. 2, no. 2, 2013, pp. 1–6.

[17]   J. Ubels, N. Acquaye-Baddoo, and A. Fowler, Capacity development in practice. Earthscan, 2010.

[18]   Yunus, AR, Personality congruence and compliance: A Study among students of a Higher Learning Institution in Sabah, Universiti Malaysia Sabah, Fundamental Research Report, 2004.

[19]   P. Paillé, Y. Chen, O. Boiral, and J. Jin, "The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study," J. Bus. Ethics, vol. 121, no. 3, 2014, pp. 451–466.

[20]   D. Mcguire and T. N. Garavan, "Human Resource Development and Society: Human Resource Development's Role in Embedding Corporate Social Responsibility, Sustainability, and Ethics in Organizations," Adv. Dev. Hum. Resour., vol. 12, no. 5, 2010, pp. 487–507.

[21]   K.H. Lee, "Why and how to adopt green management into business organizations?: The case study of Korean SMEs in manufacturing industry," Manag. Decis., vol. 47, no. 7, 2009, pp. 1101–1121.

[22]   P. M. Wright and G. C. McMahan, "Exploring human capital: putting 'human' back into strategic human resource management," Hum. Resour. Manag. J., vol. 21, no. 2, Apr. 2011, pp. 93–104.

[23]   S. K. Parker, U. K. Bindl, and K. Strauss, "Making Things Happen: A Model of Proactive Motivation," J. Manage., vol. 36, no. 4, Jul. 2010, pp. 827–856.

[24]   R. Batt and A. Colvin, "An Employment Systems Approach to Turnover : HR Practices , Quits , Dismissals , and Performance An Employment Systems Approach to Turnover : HR Practices , Quits ," Acad. Manag. J., vol. 54, no. 54, 2011, pp. 695–717.

[25]   I. Chow and S. Liu, "Business strategy, organizational culture, and performance outcomes in China's technology industry," Hum. Resour. Plan., vol. 30, no. 2, 2007, pp. 47–55.

[26]   R. R. Kehoe and P. M. Wright, "The impact of high performance human resource practices on employees' attitudes and behaviors," J. Manage., vol. 39, no. 2, 2013, pp. 366–391.

[27]   R. E. Ployhart and T. P. Moliterno, "Emergence of the human capital resource: A mulitlevel model," Acad. Manag. Rev., vol. 36, no. 1, 2011, pp. 127–150.

[28]   J. Hair, W. Black, B. Babin, R. Anderson, and R. Tatham, Multivariate data analysis, 7th ed. Upper Saddle River, NJ: Prentice hall, 1998.

[29]   R. Bagozzi, Principles of marketing research. Blackwell Business, 1994.

[30]   J. C. Hughes and E. Rog, "A strategy for improving employee recruitment, retention and engagement within hospitality organizations," Int. J. Contemp. Hosp. Manag., vol. 20, no. 7, 2008, pp. 743–757.

[31]   H. Musa and M. Chinniah, "Malaysian SMEs Development: Future and Challenges on Going Green," in Procedia - Social and Behavioral Sciences, vol. 224, 2016, pp. 254–262.