



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN GREEN HUMAN
RESOURCES MANAGEMENT PRACTICES (GHRM) AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR FOR THE
ENVIRONMENT (OCBE)**

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MANAGEMENT (GHRM) PRACTICES AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOUR FOR THE ENVIRONMENT (OCBE)**

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ABSTRACT

This study aims to determine the relationship between Green Human Resource Development (GHRM) practices with Organizational Citizenship Behaviour for the Environment (OCBE). This research design is quantitative and conducted among 217 employees working in one of the public sector organization in Kuching, Sarawak by using simple random sampling. The sample used to represent this study is determined by using Krejcie and Morgan (1970) table. The data obtained was analyzed by using IBM Statistical Package for Social Science SPSS version 27. Descriptive statistics were used to analyze demographic characteristics for the respondents. The inferential statistics used was Pearson's Correlation to test the hypotheses of the study. The result of Pearson correlation shows that there is a positive relationship between green training and development with $r=0.977$ and $p<0.05$, green compensation management with $r=.0969$ and $p<0.05$, green performance management with $r= 0.959$ and $p<0.05$, green recruitment and selection with $r=0.946$ and $p<0.05$ towards organizational citizenship behavior for the environment. Based on the findings, some recommendations were proposed for human resource practitioners, organizations and future researchers.

Keywords: Green Human Resource Management (GHRM) practices, Organizational Citizenship Behaviour for the Environment (OCBE), public sector

ABSTRAK

Kajian ini bertujuan untuk menentukan hubungan antara amalan Pembangunan Sumber Manusia Hijau (GHRM) dengan Tingkah Laku Kewarganegaraan Organisasi terhadap Alam Sekitar (OCBE). Reka bentuk kajian ini adalah kuantitatif dan dijalankan ke atas 217 orang pekerja yang bekerja di salah sebuah organisasi sektor awam di Kuching, Sarawak dengan menggunakan kaedah persampelan rawak mudah. Sampel yang digunakan dalam kajian ini ditentukan berdasarkan jadual Krejcie dan Morgan (1970). Data yang diperoleh dianalisis menggunakan perisian IBM Statistical Package for Social Science (SPSS) versi 27. Statistik deskriptif digunakan untuk menganalisis ciri-ciri demografik responden. Statistik inferensi yang digunakan ialah Korelasi Pearson bagi menguji hipotesis kajian. Hasil korelasi Pearson menunjukkan bahawa terdapat hubungan yang positif antara latihan dan pembangunan hijau dengan $r=0.977$ dan $p<0.05$, pengurusan pampasan hijau dengan $r=0.969$ dan $p<0.05$, pengurusan prestasi hijau dengan $r=0.959$ dan $p<0.05$, pengambilan dan pemilihan hijau dengan $r=0.946$ dan $p<0.05$ terhadap tingkah laku kewarganegaraan organisasi untuk alam sekitar. Berdasarkan penemuan kajian ini, beberapa cadangan telah dikemukakan untuk pengamal sumber manusia, organisasi dan penyelidik akan datang.

Kata kunci: Amalan Pengurusan Sumber Manusia Hijau (GHRM), Tingkah Laku Kewarganegaraan Organisasi terhadap Alam Sekitar (OCBE), sektor awam

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is divided into nine parts which are background of study, problem statement, research objectives, research hypothesis, theoretical framework, significance of study, limitation of study, definition of terms and the summary of the chapter. These sections set the context and direction of the research, ensuring readers understand the purpose of the study.

1.1 Background of Study

Environmental conservation and sustainability are among the global challenges whose importance is increasingly recognized (Shah, 2019). The Sustainable Development Goals (SDGs) provide a strong argument for addressing climate change throughout all entities that comprise society. Therefore, organizations have a vital role in amplifying these efforts by implementing sustainability in their operations and influencing their employees toward environmentally friendly attitudes. According to Anwar et al. (2020), many organizations are being urged to adopt sustainable practices or environmental management systems to mitigate the negative effects on the environment caused by their operations. In this context, the Human Resources (HR) department is essential in promoting sustainability efforts by embedding eco-friendly practices into the organization's policies, processes, and culture.

Organizational Citizenship Behaviour for the Environment (OCBE) has emerged as a key concept. OCBE is an expanded idea derived from the traditional concept of Organizational Citizenship Behaviour (Pham et al., 2019). In contrast to traditional OCB, which focuses on actions that enhance the organization's operational success, OCBE focuses

on behavior that supports environmental stewardship and sustainable practices. The concept of OCBE was initially proposed by Daily et al. (2009), describing it as voluntary and discretionary behaviors of employees that enhance environmental performance without direct rewards or incentives from the organization but driven instead by a sense of environmental duty and the desire to support sustainability. Boiral and Paille (2012) classified OCBE into three dimensions which are eco-initiatives, eco-helping, and eco-civic engagement.

One of the earliest studies connected to GHRM was originally published in 1996 and later included by Wehrmeyer (2017) in the book “Greening People: Human Resources and Environmental Management.” The writer initially characterizes this form of HRM as 'green,' which was subsequently recognized in studies and academic work as GHRM (Miah et al., 2024). Building upon this groundwork, Renwick et al. (2008) expanded the concept of GHRM, showcasing it as a novel framework associated with sustainable practices in organizations. The term Green Human Resource Management (GHRM) refers to an organization’s dedication to conserving nature and fostering sustainable development in its corporate policies as well as human resource management activities (Flores et al., 2024). It mainly includes implementing environmental concerns into Human Resource Management (HRM) related practices (Mohammad, 2020). Green Human Resource Management includes HR practices such as training and development, compensation management, performance management, and recruitment and selection.

Initially, green training and development involve a series of activities designed to encourage employees to acquire skills in environmental protection and focus on ecological matters, essential for achieving environmental goals (Flores, 2024). Green training can raise employee consciousness regarding pro-environmental actions in the workplace and deepen their understanding of the significance of environmental preservation, making them more familiar to environmental management.

Meanwhile, green compensation management refers to the financial and non-financial incentives that an organization utilize to support sustainability initiatives and encourage employees to adopt eco-friendly behaviors (Eno et al., 2024). The adoption of green compensation management can greatly boost a company's dedication to sustainability by acknowledging and compensating employees for their eco-friendly efforts (Adu Sarfo et al., 2024). Furthermore, green performance management integrates environmental objectives into traditional performance management systems (Hossain et al., 2024). The primary objective of this practice is to inspire employees to align their actions with the organization's goals for environmental sustainability. On the other hand, green recruitment and selection focus on attracting and employing candidates who align with an organization's environmental management systems in terms of knowledge, skills, attitudes, and behaviors (Alqudah et al., 2021). To ensure environmental sustainability in the workplace, organizations must establish eco-friendly methods for recruiting and attracting employees.

According to Silvester (2019), employees' organizational citizenship behavior towards the environment (OCBE) may be an important indicator in the successful implementation of GHRM in organizations. At present, there are several studies on Green Human Resource Management (GHRM) and Organizational Citizenship Behavior for the Environment (OCBE) in the Malaysian and international context. In an international context, the latest study linking GHRM and OCBE as a single and dependent variable was conducted by Arshad (2023) among employees in the health sector of Pakistan. Other than that, both GHRM and OCBE have been associated with the role of workplace spirituality and organizational engagement (Javed et al., 2022); employees in the role of green behavior (Hossain et al., 2024); business sustainability (Flores et al., 2024); collective green crafting and environmentally specific servant leadership (Luu, 2019); and employee performance (Saputro & Nawangsari, 2021).

Meanwhile, in the Malaysian context, the studies involving GHRM and OCBE as a single independent and dependent variable were conducted by Silvester et al. (2019) among employees in Company Y, Petaling Jaya, Selangor. Other than that, both GHRM and OCBE have been associated with environmental performance (Anwar et al., 2020); and perceived organizational support (Khalid et al., 2021).

1.2 Problem Statement

Research that has been conducted for Green Human Resource Management (GHRM) Practices conducted in other countries such as Indonesia, Pakistan, and Egypt (Saputro & Nawangsari, 2021; Arshad, 2023; Mostafa, 2023). However, research on GHRM practices in the Malaysian context remains understudied. This gap is serious as Malaysia, being a developing country faces increasing pressure to align its industrial practices with sustainable development goals. Addressing this gap is essential for promoting sustainable practices within the organization to guarantee that industries contribute positively towards environmental conservation and sustainability initiatives.

Besides, past studies show that the research on GHRM practices and OCBE is mostly conducted quantitatively in foreign contexts. Although these findings may be insightful, it does not guarantee their suitability within the Malaysian setting, where cultural, social, and economic factors may differ significantly. Therefore, this study uses the same approach to assess the importance of GHRM practices on OCBE among employees in the public sector.

Besides, previous research in the foreign context mainly focused on manufacturing, health and consumer goods sectors. Yet, there are not many studies focused on GHRM practices and OCBE within the Malaysian public sector. Because of its bureaucracy, rules-based procedures and responsibility in setting national standards, the public sector brings both challenges and opportunities for going green. Thus, this study is conducted to find out

how GHRM practices can affect employees' willingness to carry out green behavior in the public sector.

1.3 Research Objectives

1.3.1 General Objectives

To examine the relationship between Green Human Resources Management (GHRM) Practices and Organizational Citizenship Behavior for the Environment (OCBE).

1.3.2 Specific Objectives

1.3.2.1 To determine the relationship between Green Training and Development and Organizational Citizenship Behavior for the Environment.

1.3.2.2 To determine the relationship between Green Compensation Management and Organizational Citizenship Behavior for the Environment.

1.3.2.3 To determine the relationship between Green Performance Management and Organizational Citizenship Behavior for the Environment.

1.3.2.4 To determine the relationship between Green Recruitment and Selection and Organizational Citizenship Behavior for the Environment.

1.4 Research Hypothesis

H_{01} : There is no significant relationship between Green Training and Development and Organizational Citizenship Behavior for the Environment.

H_{02} : There is no significant relationship between Green Compensation Management and Organizational Citizenship Behavior for the Environment.

$H0_3$: There is no significant relationship between Green Performance Management and Organizational Citizenship Behavior for the Environment.

$H0_4$: There is no significant relationship between Green Recruitment and Selection and Organizational Citizenship Behavior for the Environment

1.5 Conceptual Framework

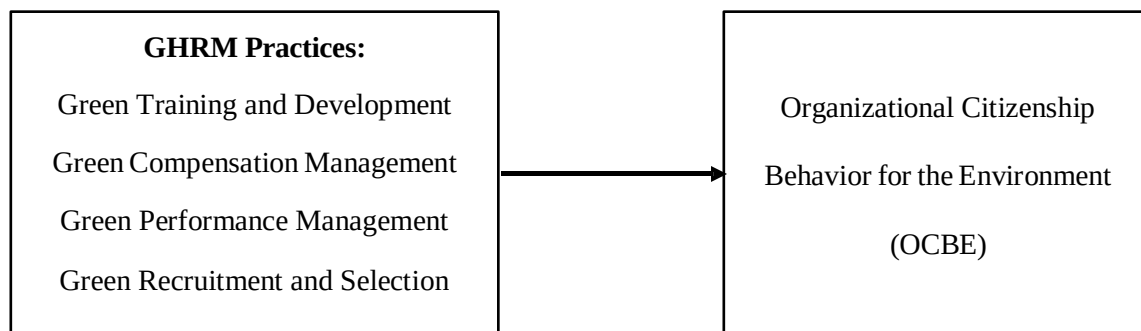


Figure 1. *Conceptual Framework*

Figure 1 above shows the independent and dependent variables used in this research. The independent variables are Green Training and Development, Green Compensation Management, Green Performance Management, and Green Recruitment and Selection. Meanwhile, the dependent variable is Organizational Citizenship Behavior for the Environment (OCBE).

1.6 Significance of Study

1.6.1 Body of Knowledge

This study aims to contribute and broaden more research on Green Human Resource Management (GHRM) Practices and Organizational Citizenship Behavior for the Environment (OCBE) to the existing study. Since GHRM is an emerging field, particularly in developing countries like Malaysia, the study enhances the body of knowledge by examining how sustainable HR practices can motivate employees to willingly participate in eco-friendly

behaviors beyond their official job responsibilities. Consequently, it may serve as a significant resource for upcoming researchers, particularly within the Malaysian context, to further examine relationship between GHRM practices and OCBE.

1.6.1 Policymakers

Additionally, the research can act as a tool to guide policymakers in developing frameworks for organizations to adopt Green Human Resource Management (GHRM) practices. Decision-makers, such as government bodies and industry executives, have a vital role in determining which policies should be established to motivate organizations to implement more sustainable practices in their Human Resource (HR) operations.

These policies may entail short-term and long-term strategies aimed at achieving specific sustainability objectives, like minimizing waste, saving energy, and encouraging environmentally friendly practices in workplaces. These policies may emphasize how organizations attract, educate, and oversee employees by incorporating sustainability into every aspect of the HR process, from recruitment methods that support environmentally aware candidates to training initiatives that enhance understanding of ecological responsibilities.

By recognizing the importance of sustainability in HR roles, organizations can align their practices with global initiatives to address climate change and support environmental conservation. By adopting efficient GHRM policies, HR departments can evolve into a catalyst for sustainability, guaranteeing that employees across all tiers play a role in meeting environmental objectives. In the end, this change not only improves the organization's image but also tackles wider societal issues regarding environmental protection and sustainability initiatives.

1.6.3 Human Resource (HR) Practitioner

Moreover, the study can help Human Resource (HR) practitioners comprehend how Green Human Resource Management (GHRM) strategies can be efficiently implemented into different HR functions like recruitment, training, performance management, and compensation management. By incorporating sustainability into fundamental HR processes, organizations can make environmental responsibility a key component of the organizational culture, instead of an isolated or secondary initiative. Ultimately, integrating GHRM practices into HR functions would result in a more environmentally conscious workforce that recognizes the significance of sustainability and diligently strives to achieve it. This would benefit employees by boosting their environmental awareness and sense of purpose, while simultaneously aiding the organization by uplifting its reputation, cutting operational costs through sustainable methods, and strengthening long-term resilience in a rapidly evolving business landscape. By incorporating sustainability as a fundamental element of their organizational culture, companies can remain competitive, fulfil stakeholder expectations, and aid global initiatives in tackling environmental issues.

1.7 Limitations of Study

Although this study presents key insights into the relationship between Green Human Resource Management (GHRM) practices and Organizational Citizenship Behavior for the Environment (OCBE) among employees, some limitations must be acknowledged. Firstly, the study only focused on one public sector, which may limit the generalizability of the findings. Distinct sectors may have different environmental impacts and green HR practices, so the results may not fully represent another sector. Besides, time constraints also become a challenge. The study is conducted within a limited timeframe which restricts the amount of data collection and analysis. Lastly, the study only measures the relationship between the

variables with the help of statistical analysis. While this method helps to identify correlations and patterns between GHRM practices and OCBE, it does not fully capture the unique viewpoints of the employees. This can result in a lack of in-depth understanding of the fundamental reasons behind the existence of the relationship.

1.8 Definition of Terms

Table 1

Definition of Terms

Term	Conceptual Definition	Operational Definition
Green Human Resource Management (GHRM) Practices	GHRM practices involve the integration of environmental sustainability elements into human resource management practices (Mansour & Zakria, 2023).	GHRM practices in this study include Green Training and Development, Green Compensation Management, Green Performance Management, and Green Recruitment and Selection.
Green Training and Development (GTD)	Green Training and Development involve cultivating employees' knowledge, skills, and attitudes to improve their understanding and ability to carry out tasks that promote environmental sustainability (Pinzone et al., 2019).	In this study, Green Training and Development includes training needs assessment for environmental management, managerial and peer support, green training content focus, and employee awareness and skills development.

Green Compensation Management (GCM)	Green Compensation Management refers to a system of monetary and non-monetary incentives designed to attract, retain, and motivate employees to support environmental objectives (Jamal et al., 2021).	In this study, Green Compensation Management refers to an organizational practice that includes non-financial rewards which are paid time off, special leave and gifts, recognition-based rewards like organization-wide publicity, and public praise and rewards for acquiring green skills and learning a green curriculum.
Green Performance Management (GPM)	Green Performance Management refers to an employee's performance evaluation of their progress towards a green workplace (Ardiza et al., 2021).	In this study, Green Performance Management includes setting green targets, objectives, and duties for employees, communicating of green goals, establishing green criteria in performance evaluation, tracking non-compliance with green objectives, and the identification and rewarding "Green Superstars".

Green Recruitment and Selection (GRS)	Green Recruitment and Selection refers to a process of recruiting and selecting candidates who are sensitive to environmental issues and willing to commit to environmental performance (Jamal et al., 2021).	In this study, Green Recruitment and Selection includes the incorporation of green-aware criteria in HR staffing policy, paperless recruitment and selection process, green employer branding for job applicants, environmental motivation in employee selection, and inclusion of environmental questions in selection process.
Organizational Citizenship Behavior for the Environment (OCBE)	Organizational Citizenship Behavior for the Environment (OCBE) refers to employees' voluntary actions to engage in environmental activities that are not specified in their job descriptions (Azam et al., 2022).	OCBE is measured by three dimensions which are Eco-Initiatives (efforts taken by employees to enhance eco-friendly practices), Eco-Helping (helping and motivating co-workers to embrace sustainable practices), and Eco-Civic Engagement (voluntary involvement in environmental programs or initiatives such as sustainability events or campaigns).

1.9 Summary

In conclusion, studies on Green Human Resource Management (GHRM) Practices and Organizational Citizenship Behavior for the Environment (OCBE) remain underexplored topics, especially within the Malaysian context. Despite the increasing worldwide focus on sustainability, the impact of GHRM practices on employees' voluntary pro-environmental behaviors remains largely unexamined. Recognizing the importance of employees in fostering sustainability is crucial since their input can drive organizations toward realizing environmental objectives. Implementing GHRM practices such as green training and development, green compensation management, green performance management, and green recruitment and selection, can foster a workforce that prioritizes sustainability and is willing to go beyond their formal job responsibilities to support environmental initiatives. By incorporating green values into HRM practices, organizations can enhance their sustainability initiatives and support environmental conservation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews academic literature relevant to this research, focusing on related concepts and theories. It is structured into five parts, which include a discussion of the concept for each variable, an analysis of the theory supporting the research, a review of previous related studies, and a summary of the chapter.

2.1 The Concept of Organizational Citizenship Behaviour for the Environment (OCBE)

According to Boiral (2009), OCBE can be defined as discretionary and individual actions that are not formally recognized by the organizational reward system. In other words, OCBE does not originate from the responsibilities outlined in the job or within the description of the position. In OCBE, the elements and dimensions mostly encompass voluntary behavior on green initiatives that address the organization's environmental concerns. The behavior includes a variety of initiatives such as implementing green technology to reduce carbon waste, suggesting solutions to reduce waste to prevent pollution, and other initiatives that promote green practices (Khalid, 2021).

Besides, Daily et al. (2009) mentioned that OCBE is influenced by four key dimensions namely employee devotion to the organization, understanding of environmental issues, the organization's perceived social responsibility, and organization support for eco-friendly initiatives. However, Boiral et al. (2013) offered a different viewpoint by emphasizing more on the individual's role in OCBE and proposed that the primary elements of OCBE are eco-initiatives, eco-helping, and eco-civic engagement.

1. **Eco-Initiatives:** Eco-initiatives are individual self-efforts to maintain and execute environmental activities within the organization, such as proposing methods to minimize waste or establish recycling programs (Salleh et al., 2020).
2. **Eco-Helping:** Eco-helping is mutual support among colleagues in helping one another to integrate pro-environmental initiatives, such as encouraging others to minimize paper consumption in the workplace (Niyomdechcha & Yahya, 2019).
3. **Eco-Civic Engagement:** Eco-civic engagement can be defined as the involvement of employees in the organization's environmental efforts, like green events hosted by the company aimed at increasing public awareness about climate issues. (Yusop et al., 2023).

The significance of OCBE is found in its ability to enhance environmental performance and organizational reputation, which in turn supports sustainable business practices. Studies indicate that organizations with high levels of employee engagement in OCBE experience improved operational efficiency and reduced environmental costs (Anwar et al., 2020; Malik et al., 2021). By comprehending the elements that encourage OCBE and tackling the obstacles tied to its implementation, organizations can utilize this behavior to improve their environmental performance and positively contribute to global sustainability initiatives.

2.2 The Concept of Green Human Resource Management (GHRM) Practices

Greening serves as a strategy to gain a competitive advantage in today's business landscape, as environmental issues have become a significant challenge that can diminish competition on a global scale (Dilrukshi & Aluthge, 2024). With this, the world now understands the importance of green HRM. Within an organization, human resources and their systems serve as essential groundwork for any business. They are responsible for

devising and implementing eco-friendly policies to foster a sustainable environment in the workplace. As stated by Baykal and Bayraktar (2022), organizations that actively participate in GHRM can develop a "green image", which helps mitigate the negative effects of unfavorable outcomes.

Various authors have provided distinct definitions for GHRM, such as – "Green Human Resource Management (GHRM) practices refer to the policies or practices designed to develop a green workforce that benefits individuals, companies, and the natural environment." (Mohammad et al., 2020). Meanwhile, according to Suharti and Sugiarto (2020), GHRM refers to "the implementation of HRM designed to encourage employees' actions that assist organizations in reaching their eco-friendly goals and support environmental sustainability by demonstrating eco-friendly behavior."

The primary objective of GHRM practices is to cultivate and maintain a capable green workforce that is environmentally aware and advocates for the welfare of the organization, its employees, and society as a whole. An organization, via its Human Resource Management (HRM), should serve as a means to enhance employees' understanding of the importance of green management. In light of this, Green HRM has become an essential area in addressing environmental challenges within the organization. GHRM facilitates the implementation of environmentally friendly practices via various HR policies, including training and development, compensation management, performance management, recruitment and selection (Nisar et al., 2021).

2.2.1 Green Training and Development (GTD)

Training and development (T&D) is a practice aimed at enhancing employees' skills, knowledge, and attitudes (Arulsamy et al., 2023). It has been discovered that the detrimental effects of organizational actions on the environment can be mitigated by equipping employees with essential green competencies or skills, which can be attained through green

training and development (Yong et al., 2019). Green training and development consist of equipping employees with education on environmental matters, sustainability, and eco-friendly practices. These initiatives align employees' responsibilities with the organization's environmental objectives, fostering a sustainable and environmentally conscious workforce (Wu et al., 2021; Xie & Zhu, 2020).

Green training should be an ongoing process, incorporated into the broader training and development strategy of the organization. According to Alqudah et al. (2021), it begins with a thorough training needs analysis, where the human resource department must meticulously assess the existing skills and knowledge gaps to develop an informed and effective training program. By identifying aspects where employees have insufficient knowledge or skills regarding environmental practices, organizations can customize their training programs to attain significant results. Besides, as part of employee training and development programs, employees ought to participate in seminars and workshops focused on environmental management (Mostafa & Saleh, 2023). These sessions act as a platform to teach employees about sustainability's significance, shape their behaviors, and inspire them to embrace eco-friendly practices. The employee training program also should address key environmental management issues such as energy conservation, waste management, and recycling (Alqudah et al., 2021).

As emphasized by Hasan & Rahman (2023), employees who possess the knowledge and skills to identify and tackle organizational environmental challenges are more inclined to perceive their roles as meaningful. Consequently, this results in enhanced task-related and voluntary eco-friendly actions. As environmental issues continue to rise, investing in eco-friendly training will be essential for cultivating a workforce that can promote sustainable change.

2.2.2 Green Compensation Management (GCM)

According to James et al. (2024), compensation management is a segment of administration that focuses on planning and control of payments that employees receive for the work they perform. Meanwhile, green compensation management encourages employees to adopt eco-friendly practices by incorporating sustainability parameters into their reward systems (Hasan & Rahman, 2023). These systems are intended to not only acknowledge personal contributions but also to promote a culture of sustainability throughout the organization. According to Das and Dash (2024), there are many types of reward practices that firms may use for green skills acquisition. These include monetary rewards, non-monetary rewards, and recognition-based rewards. According to Kuo et al. (2022), organizations may reward employees with bonuses or pay raises when their environmental performance meets or exceeds targets. These monetary rewards compel employees to partake in green projects, instilling environmental stewardship within the organization's culture.

Conversely, non-monetary rewards could encompass paid time off and special leave to acknowledge employees' efforts in green initiatives (Shah, 2019). These rewards not only provide personal values to employees but also foster a positive work environment, where individuals feel appreciated for their contributions to sustainability. Meanwhile, recognition-based reward involves acknowledging employees' contributions to sustainability efforts publicly, which can significantly enhance motivation and morale (Eno et al., 2024). For instance, public acknowledgment such as awards or mentions during meetings can reinforce positive actions and motivate employees to keep participating in environmental efforts.

Monetary rewards are known to produce measurable results, such as increased productivity as employees are often driven by tangible benefits, whereas non-monetary rewards frequently boost intrinsic motivation (Kim et al., 2019). Additionally, recognition-based rewards such as organization-wide publicity can reinforce employees' sense of

accomplishment and alignment with the organization's sustainability goals (Pham et al., 2020).

2.2.3 Green Performance Management (GPM)

Performance Management is the process of planning performance, evaluating performance, providing feedback, and advising an employee to enhance their performance (Walhekar & Khatke, 2020). In the context of green performance management, it is defined as evaluating an individual's performance in relation to green management practices (Sobaih et al., 2020). In other words, green performance management seeks to motivate employees to synchronize their actions with company's environmental goals, incorporating environmental duties within a performance management framework by establishing green targets and offering employees clear guidance on their environmental management responsibilities (Anwar et al., 2020). Green performance management includes green objectives, establishing green criteria, evaluating members' green achievements, and imposing disbenefits for non-compliance (Tang et al., 2018, as cited in Shah, 2019).

Firstly, green objectives are necessary to be formulated since they convert broad environmental practices into planning that employees can use to make sure their actions contribute to sustainability goals set by organizations (Malik et al., 2021). According to Ramachandaran et al. (2024), employees can be aware of their green task better if goals are established for them. Moreover, effective green performance criteria are important to be developed in order to track progress and convey management expectations to employees. These serve as a benchmark that guide performance appraisals and reinforce the significance of environmental stewardship within the organization (Yusliza et al., 2019).

Furthermore, the evaluation of members' green results is also a key to reinforcing the importance of GPM. Shah (2019) emphasized that holding members accountable for their

green performance not only drives individual responsibility but also encourages a collective effort toward achieving sustainability goals. On the other hand, disbenefits are adverse effects incurred because of not performing to specific green performance standards (Sobaih et al., 2020). When employees understand that their environmental efforts are carefully observed and assessed, they might feel extra motivated to surpass green performance goals, making sustainability initiatives are a fundamental part of the organizational culture (Uddin, 2023).

2.2.4 Green Recruitment and Selection (GRS)

Recruitment refers to the process of actively searching for and hiring individuals for a particular job role, covering all phases from the initial stages to the integration of the newly hired individual into the organization (Dilrukshi & Aluthge, 2024). On the other hand, green recruiting is a novel concept that companies adopt by highlighting their dedication to environment conservation and sustainability as a recruitment strategy. According to Yong et al. (2019), green recruitment and selection involve selecting individuals who have the essential skills, knowledge, attitudes, and behaviors to recognize environmental management systems. This method includes a thorough assessment of candidates, considering not just their skills and experience but also their environmental values and possible contributions to sustainability goals (Shahrulnizam et al., 2024). By prioritizing candidates who are dedicated to sustainability, an organization can enhance its environmental performance considerably, strengthening its corporate social responsibility efforts (Hussain et al., 2022).

Besides, green recruitment and selection involve using green-aware criteria to hire applicants. In this context, green awareness encompasses behavioral components that enable an organization to achieve green goals (Shah, 2019). Therefore, to guarantee that candidates are supportive of the organization's strategic green objectives, companies ought to conduct a series of assessments that allow them to select the most suitable ones (Jamal et al., 2022).

Furthermore, green recruitment and selection involves using a paperless strategy to reduce the possible environmental effects. Online platforms such as email, online job application forms, and a global talent pool are utilized to gather applications (Jamil et al., 2023). In the selection process, interviews are typically held using online meeting platforms such as Zoom, which helps eliminate the need for travel and reduces fuel consumption (Wang et al., 2024). In contrast to traditional media such as newspaper ads or brochures, online recruitment allows recruiters to disseminate information simultaneously, thereby minimizing negative environmental impact (Davidescu et al., 2020).

Lastly, green recruitment and selection also incorporate green employer branding to attract candidates. Green employer branding refers to an organization's reputation concerning environmental awareness, influenced by GHRM practices (Islam et al., 2020). Job seekers feel a strong connection with a company when their personal values match the organization's values via green employer branding, leading to satisfaction in working for a firm with a robust environmental reputation (Shoaib et al., 2021). Thus, employer green branding is an excellent strategy for attracting, recruiting and selecting employees who possess a strong environmental vision (Huo et al., 2022).

2.3 Theory Related to the Study

2.3.1 Ability-Motivation-Opportunity (AMO) Theory

This research is based on the ability-motivation-opportunity (AMO) theory. As per Appelbaum (2000), AMO theory clarifies that High-Performance Work Practices are categorized based on three factors which include ability, motivation, and opportunity. Ability refers to the psychological and cognitive capabilities of a person to carry out a task (Bos-Nehles et al., 2023). Motivation is the desire of an employee to perform, which extrinsic or

intrinsic factors can enhance (Tunio et al., 2023). Finally, opportunities refer to the resources organizations make available to employees to carry out their work (Arshad, 2023).

As stated by Itikar et al. (2022), every component of AMO theory can play a role in improving green behavior. For example, green training can improve workers' skills or ability in generating creative solutions for environmental issues. Furthermore, green recruitment and selection of employees enhance self-efficacy in utilizing their specific skills, including green competencies. These skills can be applied innovatively and creatively to enhance environmental effectiveness. In the meantime, green performance management and green rewards can enhance employees' motivation to engage in the organization's greening efforts. Lastly, opportunities comprise systems and resources accessible within the organization that relate to or lead to pro-environmental behavior among employees.

It is suggested that the industry must address ability, motivation, and opportunity to encourage desirable behaviors (Malokani et al., 2023). Through the perspective of AMO theory, researchers have explored Green HRM and OCBE across different sectors (i.e., Pham et al., 2019; Singh et al., 2020; Meng et al., 2022; Arshad., 2023). The AMO framework suggested by Appelbaum (2000) clarifies that HRM practices that improve employees' skills, boost their work motivation, and encourage engagement in available opportunities foster organizational citizenship behavior among employees, thereby enhancing organizational performance.

2.4 Past Similar Research

Silvester et al. (2019) conducted a study on the relationship between GHRM Practices and OCBE among 82 respondents who were employees of Company Y, in Petaling Jaya, Selangor. The study showed a significant positive relationship exists between GHRM practices and OCBE. The GHRM practices that have a positive impact on employees'

environmentally friendly behavior include green recruitment and selection, green training and development, as well as green rewards and compensation. Nonetheless, the influence of each variable is moderate, indicating that improved execution of GHRM practices, particularly green training and development, and green recruitment and selection, increases the likelihood of employees engaging in OCBE within the organization. Additionally, it has shown that OCBE is the leading form of environmentally friendly behavior occurring in Company Y, with eco-initiatives being the most frequently executed OCBE.

Meanwhile, Arshad (2023) also conducted a study on the impact of GHRM practices on OCBE in the context of the health sector of Pakistan. The study was carried out among 309 workers employed by government hospitals. The study's findings revealed that Green Training, Green Performance, and Green Reward have a positive correlation with OCBE. These findings underscore the importance of GHRM practices in shaping and encouraging environmentally responsible behavior among employees in the healthcare sector.

Furthermore, Mostafa (2023) conducted a study examining the relationship between GHRM practices and OCBE among 174 employees at a manufacturing company in Egypt. The study identified four main GHRM practices which are green training and development, green recruitment and selection, green performance management, and green compensation. Each practice showed a statistically significant positive impact on OCBE. Among these practices, the author emphasized green training and development as the most powerful in encouraging environmentally responsible actions among employees. On the other hand, green compensation and rewards were discovered to exert minimal influence on OCBE.

2.5 Summary

Organizational Citizenship Behaviour for the Environment (OCBE) includes voluntary actions taken by employees that promote environmental benefits, exceeding their

official job responsibilities. Essential components of OCBE consist of eco-initiatives, where team members actively suggest or execute ideas to enhance environmental practices; eco-civic engagement, which entails contributing actively to sustainability efforts within the organization or community; and eco-helping, defined by supporting coworkers in embracing eco-friendly habits. These components together promote a culture of environmental accountability, improving the organization's sustainability initiatives and overall environmental effectiveness. On the other hand, GHRM practices include green training and development, green compensation management, green performance management, and green recruitment and selection aim to foster OCBE by equipping employees with the necessary skills, motivation, and opportunities for sustainable practices. The Ability-Motivation-Opportunity (AMO) theory, commonly applied in GHRM and OCBE studies, emphasizes that enhancing employees' skills, increasing their motivation, and creating opportunities for involvement can improve pro-environmental actions, thus supporting both personal and organizational environmental objectives.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter provides a detailed description of the research methodology utilized in this study which is organized into nine main sections. These encompass research design, population, sample and sampling procedure, sampling method, research instrument, pilot study, ethical considerations, data collection procedures, and data analysis procedure. Each section aims to provide thorough insight into the approaches employed to guarantee that the research is reliable, organized, and ethically appropriate. The chapter ends with a summary that recaps the essential elements of the methodology.

3.1 Research Design

This study is carried out using a quantitative approach, and the research design employed is correlational. This research connected four independent variables which are Green Training and Development, Green Compensation Management, Green Performance Management, and Green Recruitment and Selection, with Organizational Citizenship Behaviour for the Environment (OCBE) as the dependent variable. According to Bhandari (2023), a correlational study is a research design that examines the relationship between two or more independent variables. To analyze the relationship between the variables, a statistical analysis is employed.

3.2 Population, Sample and Sampling Procedure

3.2.1 Population

According to Willie (2024), a population is a group of individuals that share the same characteristics that align with the criteria set for a particular study. For this study, the

population consists of employees at Forest Department, Kuching Sarawak.

3.2.2 Sample

According to Bhardwaj (2019), a sample is a portion of the population selected for a study. The larger the sample size of the study, the smaller the likelihood of bias or sampling error occurs. The purpose of the sample is to serve as a representative of the larger population, utilized to collect data and make inferences about the whole population. The study's sample comprised of employees in the Forest Department, Kuching Sarawak. The final sample size required to represent the whole population was determined by using a table developed by Krejcie and Morgan (1970). Approximately, the number of employees was 500. Therefore, based on Krejcie and Morgan's (1970) sample size determination table, a total of 217 respondents were required for this study.

Table 2

Krejcie's & Morgan Sample Size Determination Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327

60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

N: Population size S: Sample Size

3.2.3 Sampling Procedure

The method of sampling utilized in this study was simple random sampling. Simple random sampling is a widely used sampling method in quantitative research that utilizes survey instruments (Noor & Golzar, 2022). According to Thomas (2020), this method of

sampling guarantees that every person in a population has an equal opportunity to be chosen as a participant. Therefore, there will be no element of bias in choosing the sample since everyone has an equal chance to be selected.

3.3 Research Instrument

A research instrument is a tool or method to collect data. In this study, the research instrument is a questionnaire. The questionnaire for all variables was adopted and taken from the combination of past research. All responses were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). For the GHRM practices, Green Training and Development was adopted from the study by Shah (2019), which consists of 4 items. An example of the item is, “My company assesses who need training in environmental management.” Meanwhile, Green Compensation Management was adopted from the study by Shah (2019) which consists of 5 items. An example of the item is, “My company uses non-monetary rewards for contributions in environment management such as paid time off, special leave, and gifts to employees and their families.” Besides, Green Performance Management also adopted from the study by Shah (2019) and it consists of 5 items. An example of the item is, “Our company established green targets, objectives, and duties for each employee across organization.” Lastly, Green Recruitment and Selection is taken from the study of Shah (2019) and Yong et al. (2019). The study used 3 items from Shah (2019) to assess the recruitment concept. Meanwhile, for the selection concept, the study used 2 items from Yong et al. (2019). An example of the item is, “My company practices the use of paperless recruitment and selection process.”

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Figure 2. Five-Point Likert Scale for the GHRM Questionnaires

To measure the Organizational Citizenship Behaviour for the Environment (OCBE), the 10 items developed by Boiral and Paille (2012) were selected. These 10-items cover three dimensions of OCBE which are eco-initiatives, eco civic engagement, and eco-helping. An example of these items is, "I carry out environmental actions and initiatives in my daily work activities." Responses were rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Figure 3. Five-Point Likert Scale for the OCBE Questionnaires

Table 3

Research Instrument

Section	Measure	Item	Source
A	Demographic Characteristics	5	NIL
B	The Green Human Resource		
	Management Practices (GHRM)	19	Shah (2019)
	Questionnaires		and Yong et al. (2019)

C	Organizational Citizenship Behaviour for the Environment (OCBE) Questionnaires	10	Adopted from Boiral and Paille (2012)
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3.4 Pilot Study

A pilot study is a preliminary, small-scale investigation performed prior to the main research project (Dayanand & Chaudhary, 2024). The goal is to assess and improve research techniques, instruments, and processes to guarantee the primary study operates effectively. A pilot's study assists researchers in recognizing and resolving potential problems, thereby guaranteeing the feasibility, reliability, and validity of the research design. In this research, a pilot study was carried out by distributing questionnaires to 30 respondents working in a public sector organization. Cronbach's Alpha was used to test reliability of the questionnaires used in this study. The Cronbach's Alpha value result of the pilot study is shown in table below.

Table 4

Cronbach's Alpha Value for the Actual Study

Variables	Total Items	Cronbach's Alpha Values
Green Training and Development	4	0.783
Green Compensation Management	5	0.818
Green Performance Management	5	0.742
Green Recruitment and Selection	5	0.839
Organizational Citizenship Behaviour for the Environment	10	0.888

3.5 Validity and Reliability

Validity is defined as how accurate a research instrument determines what it is

supposed to measure (Kubai, 2019). Meanwhile, reliability refers to the consistency of the data obtained by the researcher. According to Kubai (2019), a study is said to be reliable if the same study can produce identical results after repeating the same procedures or methods. To measure the consistency and accuracy of the questionnaires, the Cronbach's Alpha in Statistical Package for Social Sciences (SPSS) is used.

Table 5

Cronbach's Alpha Value

Cronbach's Alpha	Internal Consistency
$\alpha \leq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

3.6 Ethics of the Study

Research ethics is a fundamental principle that guides the practices of research. A researcher must adhere to certain ethical principles when collecting data from the respondents. In this study, the principles of informed consent and confidentiality are employed to protect the respondents' privacy. Informed consent ensures that the respondents know the purposes and objectives of the study before agreeing to participate. According to Allwood et al. (2021), the process of informed consent is the most crucial and is a necessity for all research data collection. Participants are given the right to accept or reject participation in the research after considering all the information given about the study. Meanwhile, confidentiality is about disclosing any personal information about the respondents after collecting the data. It is important for the researcher to respect the confidentiality

of the data provided by the respondents.

3.7 Data Collection Procedure

This study relies solely on primary data gathered straight from employees of the chosen organization, guaranteeing that the results are relevant to the study's objectives. The procedure starts with obtaining an official letter from the faculty that allows the researcher to carry out the study among the intended population. This letter is subsequently sent to the management of the selected organization to officially seek permission for distributing research questionnaire and collecting the required data. After receiving permission from the organization, the researcher initiates the data collection by sharing an online survey link with the respondents. The respondents required to fill out all the questionnaires online survey. This stage is vital since the responses' quality and thoroughness greatly influence the reliability of the results. Once all the questionnaires were submitted, the gathered data was organized and carefully analyzed with the Statistical Package for the Social Sciences (SPSS) software.

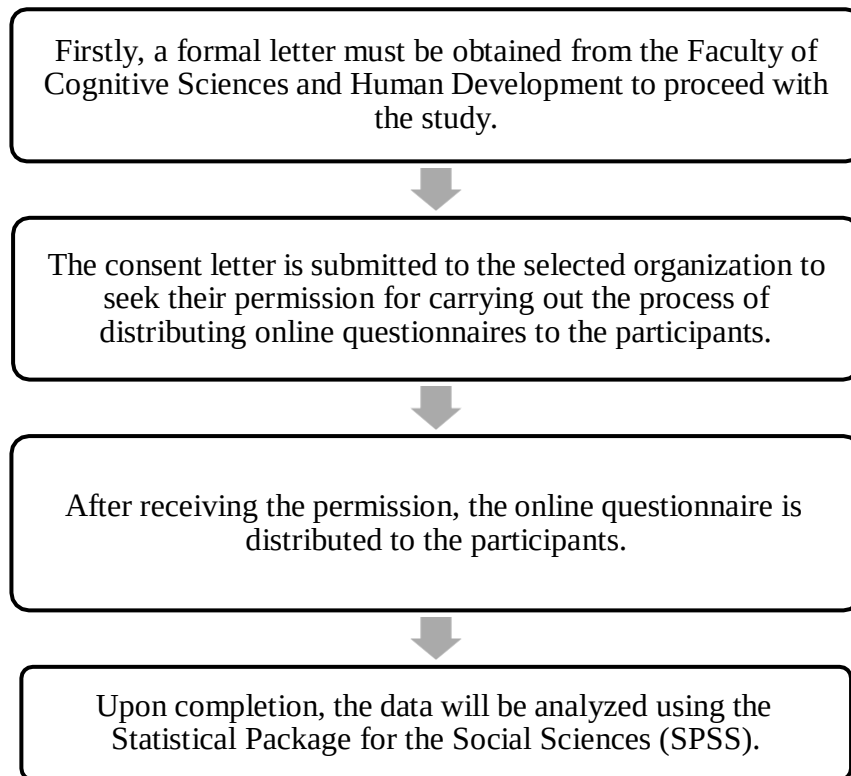


Figure 4. Flowchart for Data Collection Process

3.8 Data Analysis Procedure

For this study, the data analysis method utilizes the Statistical Package for the Social Science (SPSS) to systematically analyze the gathered data. This analysis includes both descriptive and inferential statistics to effectively meet the research objectives. Descriptive Statistics were applied to summarize and describe the demographic traits of the respondents. This encompasses examining factors like age, gender, race, educational background, years of experience in the organization. Measures like frequencies, percentages, mean, and standard deviations were employed to give a summary of the respondents' profiles. The raw data was inputted into SPSS, and the findings were transformed into pie charts. Meanwhile, inferential statistics, specifically Pearson Correlation was used to analyze the relationship between Green Human Resource Management (GHRM) practices and Organizational Citizenship Behaviour for the Environment (OCBE). The Pearson correlation coefficient, r , can vary from +1 to -1. A value of 0 signifies that there is no correlation between the two variables. A value exceeding 0 signifies a positive correlation, this means that when one variable's value increases, the other

variable's value also increases. A value under 0 signifies a negative relationship, meaning that when one variable's value increases, the other variable's value decreases. To interpret the strength of the relationship between GHRM practices and OCBE, the researcher used the following scale suggested by Hair et al. (2013).

3.9 Pearson's Correlation Coefficient

Table 6

Rules of Thumb on the Strength of Correlation Coefficients

Range of Coefficient	Interpretation
± 0.81 to ± 1.00	Very strong relationship
± 0.61 to ± 0.80	Strong relationship
± 0.41 to ± 0.60	Moderate relationship
± 0.21 to ± 0.40	Weak relationship
± 0.00 to ± 0.20	Weak to No Correlation

Source: Hair, Jr., Celsi, Oritinau & Bush (2013)

Lastly, to determine whether the hypotheses proposed are rejected or fail to reject, the significance level which is the p-value was analyzed. If the p-value is less than 0.05 ($p < .05$), the results are considered statistically significant, and the null hypotheses are rejected. Meanwhile, if the p-value is greater than 0.05 ($p > .05$), the null hypotheses fail to reject.

Table 7*Data Analysis Method*

Hypotheses	Test
H0₁: There is no significant relationship between Green Training and Development and Organizational Citizenship Behaviour for the Environment (OCBE)	Pearson Correlation
H0₂: There is no significant relationship between Green Compensation Management and Organizational Citizenship Behaviour for the Environment (OCBE)	Pearson Correlation
H0₃: There is no significant relationship between Green Performance Management and Organizational Citizenship Behaviour for the Environment (OCBE)	Pearson Correlation
H0₄: There is no significant relationship between Green Recruitment and Selection and Organizational Citizenship Behaviour for the Environment (OCBE)	Pearson Correlation

3.10 Summary

The methodology section is essential as it offers a clear and organized strategy for conducting the research. It rationalizes the selected research design and methodology, detailing their appropriateness for addressing and fulfilling the study's goals. By outlining the population, sampling methods, and data collection instruments, it ensures that the research is focused and well-

targeted. Ethical concerns are essential to safeguard participants' rights and uphold research integrity. In general, methodology acts as the basis for research process, offering a structure for collecting, analyzing, and interpreting data systematically.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Introduction

This chapter presents the results obtained from the data collection process. This chapter is divided into ten parts including introduction, descriptive statistics, findings on the Green Human Resource Management (GHRM) practices and Organizational Citizenship Behaviour for the Environment (OCBE), normality test, inferential statistics and a chapter summary. This chapter also includes the findings and discussion of hypotheses by using Pearson's Correlation as the inferential statistics. Lastly, this chapter concludes by determining if the null hypotheses are rejected or fail to reject.

4.1 Descriptive Statistics

Descriptive statistics involve summarizing and organizing characteristics of a data set. A data set is a collection of responses or observations from a sample or entire population. Descriptive statistics are divided into measures of central tendency and measures of variability. In this study, measures of central tendency which consist of mean and standard deviation are used to describe the data only. The mean is the sum of all values which are then divided by the total number of values (Bhandari, 2023). Standard deviation is a measure of the spread of scores within the data set (Laerd Statistics, n.d.). Low standard deviation means that the data are clustered around the mean, while high standard deviation means that the data are spread out more.

4.1.1 Respondent's Demographic Characteristics

The demographic characteristics consists of gender, age, race, highest educational level and length of working experience. The data was collected from 217 respondents. The table below is a summary of the respondent's demographic characteristics.

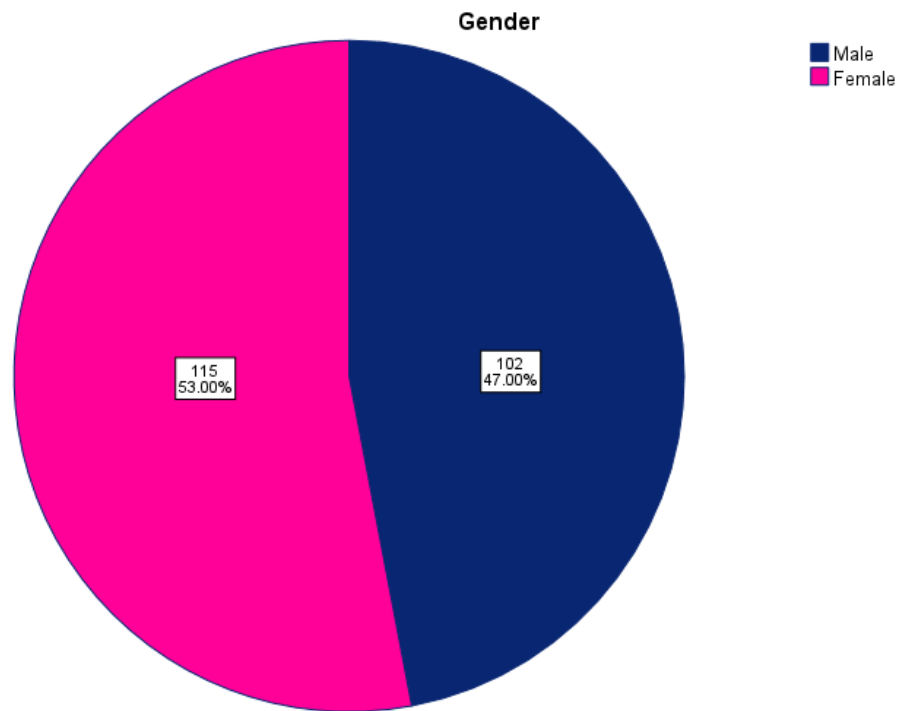
Table 8*Respondent's Demographic Characteristics*

Respondents' Demographic Characteristics		Frequency	Percentage (%)
Gender	Male	102	53.0
	Female	115	47.0
	Total	217	100
Age (years old)	18-29	33	15.2
	30-39	119	54.8
	40-49	53	24.4
	>50	12	5.5
	Total	217	100
Race	Malay	134	61.8
	Chinese	2	0.9
	Indian	1	0.5
	Bumiputera Sarawak	78	35.9
	Bumiputera Sabah	2	0.9
	Total	217	100
Highest Educational Level	SPM/O-Level	95	43.8
	STPM/A Level/ Matriculation	41	18.9
	Diploma	39	18.0
	Bachelor's Degree	36	16.6
	Master's	2	0.9
	PhD	4	1.8
	Total	217	100
Length of Working Experience	Less than 1 year	1	0.5
	1-3 years	4	1.8
	3-5 years	70	32.3
	More than 5 years	142	65.4
	Total	217	100

4.1.2 Gender

Figure 5

Respondents' Gender Pie Chart Result

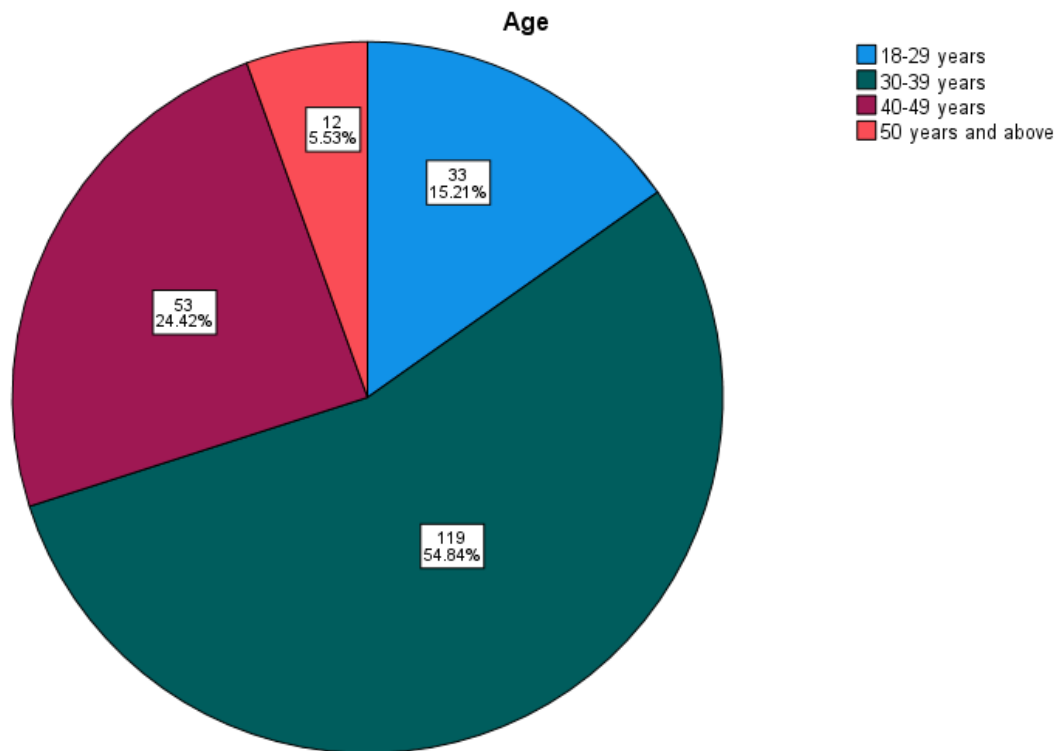


Based on figure above, the result revealed that majority of the respondents is female, with 115 (53%), respondents, whereas male respondents are 102 (47%).

4.1.3 Age

Figure 6

Respondents' Age Pie Chart Result

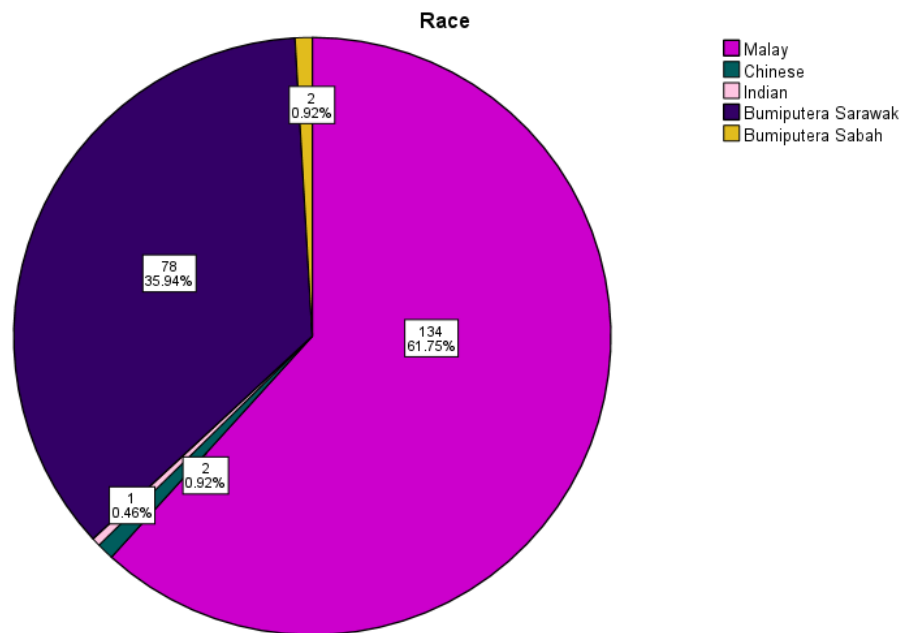


Based on figure above, the highest number of age group is from 30-39 years with 119 respondents (54.8%), followed by 40-49 years with 53 respondents (24.4%). Meanwhile, the age group of 18-29 years are 33 respondents (15.2%). The remaining is from the age of 50 years and above, which consists of 12 respondents (5.5%).

4.1.4 Race

Figure 7

Respondents' Race Pie Chart Result

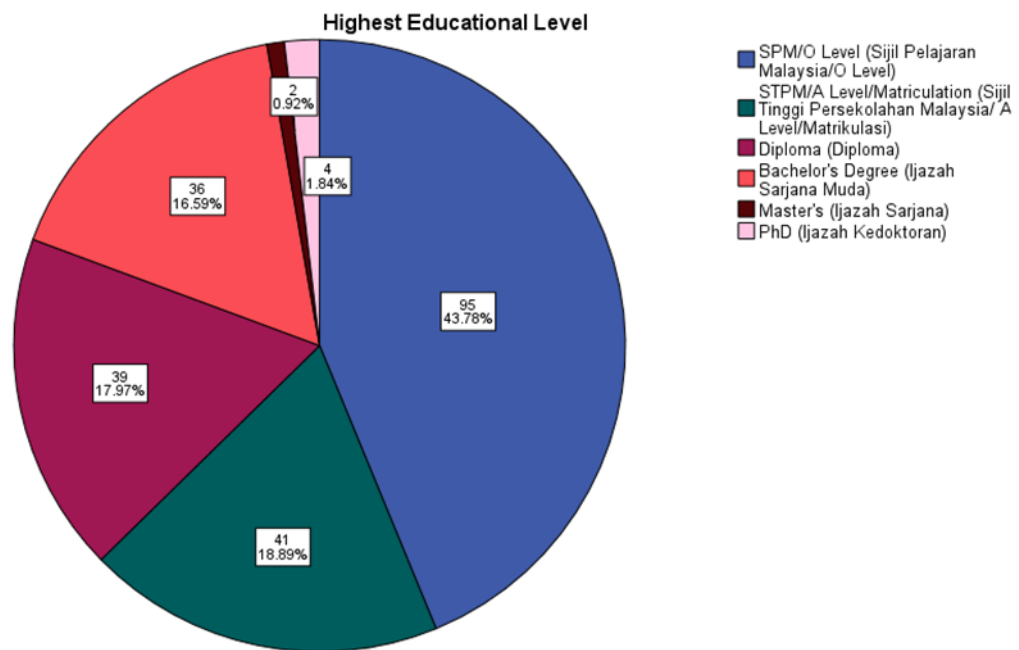


The demographic results for race showed that Malay is the highest with 134 respondents (61.8%), followed by Bumiputera Sarawak with 78 respondents (35.9%), Bumiputera Sabah consists of 2 respondents (0.9%), Chinese consists of 2 respondents (0.9%), and the remaining is Indian with 1 respondent (0.5%).

4.1.5 Highest Educational Level

Figure 8

Respondents' Highest Educational Level Result

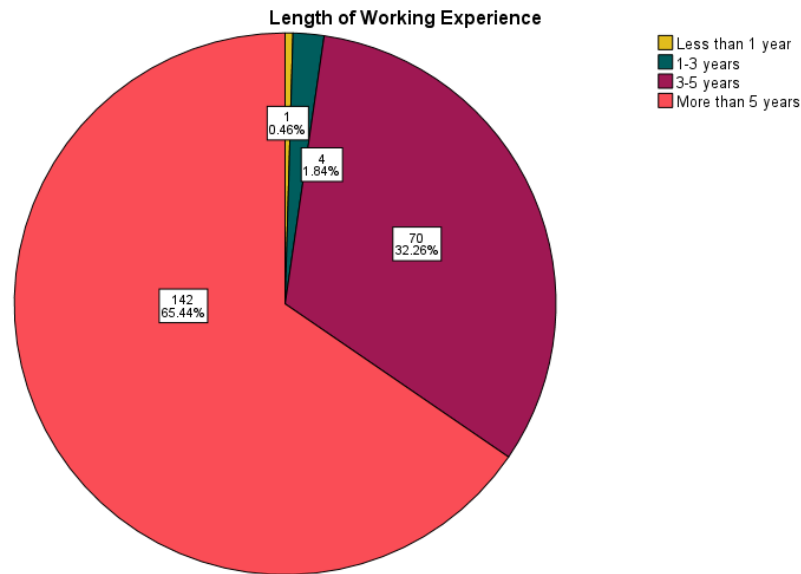


Based on the figure above, most of the respondents have SPM as their highest educational level with 95 respondents (43.8%), followed by STPM/A-Level/Matriculation with 41 respondents (18.9%), 39 respondents (18%) graduated with Diploma, 36 respondents (16.6%) had bachelor's degree. Meanwhile, 2 respondents (0.9%) graduated with Master's, and the remaining 4 respondents (1.8%) graduated with PhD.

4.1.6 Length of Working Experience

Figure 9

Respondents' Length of Working Experience Result



The results of the length of work experience show that most of them have been working for more than 5 years which consists of 142 respondents (65.4%), followed by 3-5 years with 70 respondents (32.3%), 4 respondents (1.8%) work for 1-3 years, and the remaining is 1 respondent (0.5%) work for less than 1 year.

4.2 Green Human Resource Management (GHRM) Practices

4.2.1 Green Training and Development

Table 9 below shows the item results for green training and development which consists of four questions. The table shows the frequency distribution, mean and standard deviation for each question.

Table 9

Green Training and Development – Item Results

Items	SD	D	N	A	SA	Mean	Std. Dev
1. My company assesses who need training in environmental management	34	51	43	50	39	3.04	1.348
2. My company evaluates whether the incumbent has manager and peer support to apply the learned content on the job	5	87	9	39	77	3.44	1.380
3. My organization uses environmental protection elements as the central themes of green training	74	6	13	85	39	3.04	1.585
4. My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management	42	41	4	92	38	3.20	1.434

Keywords: SD – Strongly Disagree, D - Disagree, N -Neutral, A – Agree, SA – Strongly Agree

4.2.2 Green Compensation Management

Table 10 below shows the item results for green compensation management which consists of five questions. The table shows the frequency distribution, mean and standard deviation for each question.

Table 10

Green Compensation Management - Item Results

Items	SD	D	N	A	SA	Mean	Std. Dev
1. Our compensation system recognizes and rewards contributions in environmental protection	42	40	44	52	39	3.03	1.388
2. My company rewards green skills acquisition	72	7	49	11	78	3.07	1.690
3. My company rewards for learning a green curricula	76	9	13	83	36	2.97	1.581
4. My company uses non-monetary rewards for contributions in environmental management such as paid time off, special leave, and gifts to employees and their families	42	40	12	83	40	3.18	1.434
5. My organization recognizes green initiatives of employees via organization wide publicity and public praise	3	75	46	51	42	3.25	1.164

Keywords: SD – Strongly Disagree, D - Disagree, N -Neutral, A – Agree, SA – Strongly Agree

4.2.3 Green Performance Management

Table 11 below shows the item results for green performance management which consists of five questions. The table shows the frequency distribution, mean and standard deviation for each question.

Table 11

Green Performance Management - Item Results

Items	SD	D	N	A	SA	Mean	Std. Dev
1. Our company establishes green targets, objectives, and duties for each employee across organization	35	50	9	83	40	3.20	1.402
2. In my company, there is communication of green goals	45	36	14	45	77	3.34	1.588
3. The use of green criteria to evaluate performance	72	6	47	48	44	2.94	1.547
4. My company keeps track of non-compliance or not meeting green objectives	4	81	16	78	38	3.30	1.193
5. Identification of "Green Superstars" (remarkably talented individuals who perform beyond the standards) and distribution of prizes based on their green contributions	37	48	48	42	42	3.02	1.371

Keywords: SD – Strongly Disagree, D - Disagree, N -Neutral, A – Agree, SA – Strongly Agree

4.2.4 Green Recruitment and Selection

Table 12 below shows the item results for green recruitment and selection which consists of five questions. The table shows the frequency distribution, mean and standard deviation for each question.

Table 12

Green Recruitment and Selection - Item Results

Items	SD	D	N	A	SA	Mean	Std. Dev
1. Our company has incorporated "green aware" criteria in HR staffing policy	43	40	15	81	38	3.14	1.428
2. My company practices the use of paperless recruitment and selection process	35	52	9	82	39	3.18	1.400
3. We appeal to green job applicants who practice green criteria to choose employer (green employer branding)	6	83	45	42	41	3.13	1.196
4. Employee selection takes environmental motivation into account	77	7	16	79	38	2.97	1.1590
5. All selection steps consider environmental questions	45	40	14	81	37	3.12	1.437

Keywords: SD – Strongly Disagree, D - Disagree, N -Neutral, A – Agree, SA – Strongly Agree

4.3 Organizational Citizenship Behaviour for the Environment (OCBE)

Table 13 below shows the item results based on the OCBE questionnaires that have 10 questions related to the variable. The table shows the frequency distribution, means and standard deviation for the answered questions. OCBE is divided into eco-initiatives, eco-helping and eco-civic engagement. However, the component of OCBE is not used as a part of the analysis.

Table 13

Organizational Citizenship Behaviour for the Environment - Item Results

Items	SD	D	N	A	SA	Mean	Std. Dev
1. In my work, I weigh the consequences of my actions before doing something that could affect the environment	45	40	11	84	37	3.13	1.441
2. I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility	2	80	13	82	40	3.23	1.518
3. I actively participate in environment events organized in and/or by my company	41	40	6	125	5	3.36	1.182
4. I stay informed of my company's environmental initiatives	33	49	50	10	75	3.06	1.270
5. I undertake environmental actions							

that contribute positively to the image of my organization	77	14	44	44	38	3.21	1.493
6. I volunteer for projects, endeavours or events that address environmental issues in my organization	42	40	49	82	4	2.78	1.533
7. I spontaneously give my time to help my colleagues take the environment into account in everything they do at work	6	82	43	47	39	2.84	1.180
8. I encourage my colleagues to adopt more environmentally conscious behaviour	37	54	10	79	37	3.14	1.187
9. I encourage my colleagues to express their ideas and opinions on environmental issues	43	44	8	81	41	3.12	1.405
10. I voluntarily carry out environmental actions and initiatives in my daily work activities	35	48	44	13	77	3.15	1.453

Keywords: SD – Strongly Disagree, D - Disagree, N -Neutral, A – Agree, SA – Strongly Agree

4.4 Normality Test

Table 14

Skewness and Kurtosis Results

Variable	Skewness		Kurtosis	
	Statistics	Std. Error	Statistic	Std. Error
Green Training and Development	-.311	.165	-1.572	.329
Green Compensation Management	-.365	.165	-1.461	.329
Green Performance Management	-.393	.165	-1.613	.329
Green Recruitment and Selection	-.348	.165	-1.687	.329
Organizational Citizenship Behaviour for the Environment	-.223	.165	-1.559	.329

The normality test is conducted to assess if the data is normally distributed. The data considered to be normal if the skewness and kurtosis is between +2 and -2 (Chua Yan Piaw, 2008). The green training and development were normally distributed with skewness value -0.311 and kurtosis value -1.572. Meanwhile, green compensation management was normally distributed with the skewness value -.365 and kurtosis value is -1.461. Green performance management was normally distributed with skewness value -.393 and kurtosis value -1.613. Green recruitment and selection were also normally distributed with the skewness value -.348 and kurtosis value -1.687. Lastly, organizational citizenship behaviour for the environment was normally distributed with the skewness value -.223 and kurtosis value -1.559.

To conclude, all data are normally distributed as the skewness and kurtosis values fall within the range as stated by Chua Yan Piaw (2008). The findings of this study will be tested by using a parametric test, Pearson correlation to analyze the data.

4.5 Inferential Statistics

4.5.1 Pearson's Correlation Coefficient

4.5.1.1 Relationship between Green Training and Development and Organizational

Citizenship Behaviour for the Environment

The first research objective is to determine the relationship between green training and development and organizational citizenship behaviour for the environment with hypothesis as follows:

H₀₁: There is no significant relationship between Green Training and Development and Organizational Citizenship Behavior for the Environment.

Table 15

Pearson Correlations Result for Hypothesis 1

Correlations			
		Green_Training_Development	OCBE
Green_Training_Development	Pearson Correlation	1	.977**
	Sig. (2-tailed)		<.001
	N	217	217
OCBE	Pearson Correlation	.977**	1
	Sig. (2-tailed)	<.001	
	N	217	217

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

Table 15 showed the Pearson correlation result for the first hypothesis. Based on the table above, the correlation coefficient value, $r = 0.977$, $n = 217$ and $p = 0.001$. Hence, the result showed that there is significant relationship between green training and development and OCBE. The score of r , showed a very strong positive relationship between green training and development and OCBE, meanwhile the p-value is 0.001 which is less than 0.05 showed that the hypothesis testing of H_{01} is rejected. Hence, this means that employees who receive more training and development focused on environmental awareness and practices are more likely to demonstrate voluntary

behaviors that benefit the environment, even when such actions are not formally required.

The findings are in line with a few past researchers on similar studies. Silvester et al. (2019) conducted a study on GHRM practices and OCBE among employees in Company Y in Petaling Jaya Selangor. The result of the study showed a significant positive relationship between green training and development and OCBE. Besides, the findings of this study are also in line with the research conducted by Mostafa (2023) and Arshad (2023) which emphasized green training and development as the most powerful in encouraging environmentally responsible actions among employees.

Hence, investing in green training and development programs can significantly contribute to foster a workplace culture in which employees willingly support environmental initiatives. According to Ability-Motivation-Opportunity (AMO) theory, employees can achieve optimal performance when they have the necessary skills, have the motivation to excel, and are provided with the opportunity to achieve it. Green training and development can address the ability aspect by increasing employees' skills and knowledge of green practices. Therefore, organizations should invest in environmental training programs to equip their employees with the knowledge and skills necessary to participate actively in environmental practices.

These training programs can be focused on workshops on energy conservation, waste management and sustainable resource utilization which help foster pro-environmental behaviors that support organizational sustainability goals (Renwick et al., 2021). Additionally, ongoing environmental education establishes a basis for lasting environmental responsibility within the workforce, guaranteeing that sustainability is integrated into the organizational culture.

4.5.1.2 Relationship between Green Compensation Management and Organizational Citizenship Behaviour for the Environment

The second research objective is to determine the relationship between green compensation management and organizational citizenship behaviour for the environment with hypothesis as

follows:

H0₂: There is no significant relationship between Green Compensation Management and Organizational Citizenship Behavior for the Environment.

Table 16

Pearson Correlations Results for Hypothesis 2

Correlations			
		Green_Compensation_Management	OCBE
Green_Compensation_Management	Pearson Correlation	1	.969**
	Sig. (2-tailed)		<.001
	N	217	217
OCBE	Pearson Correlation	.969**	1
	Sig. (2-tailed)	<.001	
	N	217	217

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

Table 16 showed the Pearson correlation results for the second hypothesis. Based on the table above, the correlation coefficient value, $r = 0.969$, $n = 217$ and $p = 0.001$ where $p < 0.05$. The result showed that there is significant relationship between green compensation management and OCBE. The score of r , showed a very strong positive relationship between green compensation management and OCBE, meanwhile the p -value is 0.001 which is less than 0.05 showed that the hypothesis testing of H_{02} is rejected. This finding implies that when organizations adopt green compensation strategies, employees are more inclined to voluntarily participate in environmentally friendly behaviors that go beyond their formal job requirements.

The findings of this study are in line with previous research. Firstly, Silvester et al. (2019) conducted a study on GHRM Practices and OCBE among employees in Company Y in Petaling Jaya Selangor found that green compensation management have a significant relationship with OCBE. Besides, Arshad (2023) conducted a study on GHRM Practices and OCBE among employees in the health industry in District Multan, Pakistan also found that green compensation

has a significant relationship with OCBE.

Hence, these consistent results indicate that offering green compensation can successfully promote environmentally friendly behavior. According to AMO theory, green compensation can boost employees' enthusiasm by offering extrinsic rewards that encourage employees to adopt and maintain eco-friendly practices. When employees receive extrinsic rewards like public praise and organization-wide publicity for participating in eco-friendly actions, they are more inclined to repeat these behaviors. This enhances their individual dedication and fosters a workplace environment that encourages voluntary environmental efforts (Pham et al., 2019).

Furthermore, by providing green compensation, organization shows their commitment to sustainability, which can increase motivation among the employees to participate in environmental activities beyond their official job duties. Thus, green compensation can serve as a powerful motivational tool that drives OCBE and strengthens the employee dedication to take part in environmental programs and activities.

4.5.1.3 Relationship between Green Performance Management and Organizational Citizenship Behaviour for the Environment

The third research objective is to determine the relationship between green performance management and organizational citizenship behaviour for the environment with hypothesis as follows:

H0₃: There is no significant relationship between Green Performance Management and Organizational Citizenship Behavior for the Environment.

Table 17*Pearson Correlation Results for Hypothesis 3*

Correlations			
		Green_Performance_Management	OCBE
Green_Performance_Management	Pearson Correlation	1	.959**
	Sig. (2-tailed)		<.001
	N	217	217
OCBE	Pearson Correlation	.959**	1
	Sig. (2-tailed)	<.001	
	N	217	217

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

Table 17 showed the Pearson correlation result for the third hypothesis. Based on the table above, the correlation coefficient value, $r = 0.959$, $n = 217$ and $p = 0.001$ where $p < 0.05$. This indicates a statistically significant relationship between green performance management and OCBE. The value of r showed a very strong positive relationship between green performance management and OCBE, meanwhile the p-value is 0.001 which is less than 0.05 showed that the hypothesis testing of H_{03} is rejected. This finding indicates that organizations that actively integrate environmental factors into their performance management systems and provide regular feedback on their environmental performance can promote voluntary pro-environmental behavior among the employees.

This finding is in line with a few researchers on the same study. Past researchers that have similar results were from Arshad (2023) with their research among employees in the health industry and followed by Mostafa (2023) with their research among employees in the manufacturing firm. Both of this past study found a significant positive relationship between green performance management and OCBE.

Thus, to encourage employees' participation in environmental activities, organization should focus on establishing well-defined evaluation criteria, setting green objectives for the employees

and includes regular feedback mechanism that focuses on environmental performance. When employees are evaluated based on their environmentally friendly behaviors, they tend to engage in sustainable work practices at their workplace and are willing to participate in green initiatives.

An Ability-Motivation-Opportunity (AMO) theory further supports the findings of this study. Green performance management falls under the motivational aspect of this framework. By incorporating environmental objectives, sustainability measures, and eco-conscious key performance indicators (KPIs) into the performance evaluation systems, an organization communicates a strong message to employees regarding the significance of environmental stewardship. This method encourages workers to integrate eco-friendly practices into their everyday activities as they are aware that their contributions are acknowledged and assessed by the organization. For example, employees might be motivated to minimize resource waste, engage in eco-friendly initiatives, or offer creative ideas that aid sustainability.

4.6.1.4 Relationship between Green Recruitment and Selection and Organizational Citizenship Behaviour for the Environment

The fourth research objective is to determine the relationship between green recruitment and selection and organizational citizenship behaviour for the environment with hypothesis as follows:

H04: There is no significant relationship between Green Recruitment and Selection and Organizational Citizenship Behavior for the Environment

Table 18

Pearson Correlation Result for Hypothesis 4

Correlations			
		Green_Recruitment_Selection	OCBE
Green_Recruitment_Selection	Pearson Correlation	1	.946**
	Sig. (2-tailed)		<.001
	N	217	217
OCBE	Pearson Correlation	.946**	1
	Sig. (2-tailed)	<.001	
	N	217	217

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

Table 18 showed the Pearson correlation result for the fourth hypothesis. Based on the table above, the correlation, $r = 0.946$, $n = 217$ and $p = 0.001$ where $p < 0.05$. The result showed that there is significant relationship between green recruitment and selection and OCBE. The score of r , showed a very strong positive relationship between green recruitment and selection and OCBE, meanwhile the p -value is 0.001 which is less than 0.05 indicates that the H_{04} is rejected. Hence, this means that an increase in green performance management practices is associated with a corresponding increase in organizational citizenship behaviour for the environment.

The findings from this study are aligned with a few past researchers on similar studies. Mostafa (2023) conducted a study on GHRM and OCBE among employees in the manufacturing firm found that green recruitment and selection had a significant positive relationship with OCBE. Similarly, the study conducted by Hossain (2024) among employees in the banking sector of Bangladesh also revealed the same findings where green recruitment and selection had a positive relationship with OCBE.

Thus, these findings emphasize the essential role of green recruitment and selection in cultivating a workforce that is both environmentally conscious and driven by a purpose to promote organizational environmental objectives. By incorporating environmental values into the recruitment process, it can increase the likelihood of attracting individuals whose personal beliefs match green initiatives, thus enhancing OCBE among the employees. Additionally, green recruitment and hiring not only help create an eco-conscious workforce but also communicate a powerful message to both internal and external stakeholders regarding the organization's dedication to sustainability. This can strengthen the employer brand, attract more top talent with environmental principles, and foster a culture that promotes innovation and lasting ecological responsibility.

Table 19*Summary of Pearson Correlation Results*

Hypotheses		Results
H0₁	There is no significant relationship between Green Training and Development and Organizational Citizenship Behavior for the Environment.	Rejected
H0₂	There is no significant relationship between Green Compensation Management and Organizational Citizenship Behavior for the Environment.	Rejected
H0₃	There is no significant relationship between Green Performance Management and Organizational Citizenship Behavior for the Environment.	Rejected
H0₄	There is no significant relationship between Green Recruitment and Selection and Organizational Citizenship Behavior for the Environment.	Rejected

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a comprehensive summary of the research findings from Chapter One to Chapter Four. It also discusses the implications of the study for Human Resource practitioners, the methodology used, and the organization involved. Lastly, recommendations are provided for HR practitioners, organizations, and future researchers to guide further development and exploration in this field.

5.1 Summary of the Research

The research consists of five chapters altogether. The main purpose of the study was to determine the relationship between Green Human Resource Management (GHRM) practices and Organizational Citizenship Behavior for the Environment (OCBE). The first chapter discusses the aim of the research through four GHRM practices as proposed by Shah (2019) which are green training and development, green compensation management, green performance management, and green recruitment and selection. These four practices are the independent variable in this research. Meanwhile, the dependent variable is organizational citizenship behavior for the environment. The chapter also stated the significance of the research to body of knowledge, policymakers, and human resource practitioners. The study conducted for green human resource management practices and organizational citizenship behavior for the environment was insufficient especially in the Malaysia context. Study that associated with the same variables as this research was mostly conducted in western settings which might not be suitable to be implemented within the local context. Therefore, this study is carried out to fill the gap by determining the correlation between GHRM practices and organizational citizenship behavior for the environment. Besides, there are four hypotheses stated in this chapter. The first hypotheses stated that there is no significant relationship between green training and development and organizational citizenship behavior for the environment, hypotheses

two stated there is no significant relationship between green compensation management and organizational citizenship behaviour for the environment, hypotheses three mentioned there is no significant relationship between green performance management and organizational citizenship behaviour for the environment, and hypotheses four concluded that there is no significant relationship between green recruitment and selection and organizational citizenship behaviour for the environment.

Next, chapter two addresses the literature review gained from previous scholar which related to Green Human Resources Management (GHRM) practices and Organizational citizenship behavior for the environment (OCBE). It discusses the concept of OCBE, GHRM Practices, theory relevant to the study and past similar research. In this study, the concept of OCBE as proposed by Daily et al. (2009) consists of three elements namely eco-initiatives, eco-helping, and eco-civic engagement. Besides, GHRM practices consist of green training and development, green compensation management, green performance management and green recruitment and selection are further elaborated in this chapter. Moreover, the theory used in this study is Ability-Motivation-Opportunity (AMO) theory by Appelbaum (2000). Lastly, past similar research was also discussed to identify the gaps between past research and current study.

Meanwhile, chapter three discussed the methodologies that have been used by the researcher in this study. Firstly, the design of study was correlational study which determines the relationship between the variables. The research was carried out through google form by sending out the link to the 217 respondents, which are the employees from Forest Department, Kuching Sarawak. The number of sample size is determined by Krejcie and Morgan (1970) sample size determination table and the sampling technique used for this research is simple random sampling. The research instrument consists of three sections. Section A of the questionnaires gathered the demographic characteristics of the respondents which include gender, age, race, highest educational level, and length of working experience. Section B of the questionnaires measured the GHRM practices by using Shah (2019) and Yong et al. (2019) instrument that contains 19 questions using a Likert scale

ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

Meanwhile, section C of the questionnaires measured the organizational citizenship behavior for the environment by using instruments from Boiral and Paille (2012), which consists of 10 questions.

Next, the questionnaires were distributed to 30 respondents working in the public sector to test the reliability of the questionnaires before implementing the actual study. The data was analyzed by using the Statistical Package for the Social Sciences (SPSS) version 27. Furthermore, descriptive statistics are mainly used to analyze the demographic characteristics and normality of the data.

Lastly, inferential statistics were used to test the hypotheses developed by the researchers using Pearson's Correlation.

Then, chapter four consisted of the main findings from the data analysis. The first section in this chapter discussed the demographic of the respondents and followed by a descriptive analysis of every section in the questionnaire. After that, the normality test was included in the chapter to confirm if the data was normally distributed. As the data was normally distributed, a Pearson correlation was used to analyze the data. The results showed that all GHRM Practices, namely green training and development, green compensation management, green performance management and green recruitment and selection have a significant positive relationship with OCBE. Thus, all hypotheses were rejected.

To summarize, the research findings emphasized that all GHRM practices have a significant positive relationship with OCBE. This shows that GHRM practices can increase the employees' organizational citizenship behaviour for the environment.

5.2 Implications of the Study

The findings indicated that GHRM Practices can increase Organizational Citizenship Behaviour for the Environment (OCBE) among employees in one of the public sector organizations in Kuching, Sarawak. This study found that all GHRM practices were significantly associated with OCBE. The result obtained from the hypothesis testing contributes to HR Practitioners, especially

in the public sector. The result of this study gives implications to three aspects which are Human Resource Practitioners, methodology and organization.

5.2.1 Implication to Human Resource Practitioner

This study provides HR Practitioners with a deeper insight into the relationship between GHRM Practices and Organizational Citizenship Behavior. Based on the findings, GHRM Practices such as green training and development, green compensation management, green performance management and green recruitment and selection have a significant relationship towards OCBE.

Hence, this suggests that HR practitioners should place greater emphasis on integrating environmentally sustainable practices into their core HR functions. Instead of treating sustainability as a separate effort, HR practitioners should integrate eco-friendly principles into training, compensation system, performance management, and recruitment and selection. For example, recruiting candidates who are environmentally conscious and providing regular training on environmental aspects.

This integration guarantees that environmental goals are not merely standalone corporate policies but are ingrained in the daily operations and principles of the workforce. Over time, a robust GHRM framework will increase employee commitments towards sustainability and establish the organization as a responsible corporate entity that has concern towards environment. Therefore, HR practitioners play a crucial role in promoting environmental sustainability by embedding green values across all levels of organization.

5.2.2 Implication to Methodology

This study also provides significant methodological contributions. The sample size for this study was determined based on Krejcie & Morgan's (1970) sample size determination table, ensuring that the study utilized a suitable and valid sample. Besides, the instrument used in this study was adopted from past research to improve the reliability and validity of the measurements

used in assessing the variables. Although the researcher includes the Bahasa Melayu translation, the researcher managed to achieve high reliability for the instrument. The bilingual instrument is intended to assist respondents in understanding the questions asked in the research instrument. The findings related to reliability and validity of this research may also assist future scholars in discovering more effective instruments with enhancing validity and reliability results.

5.2.3 Implication to Organization

This study also provides implications for organization. The findings from the data analysis show that all independent variables, namely green training and development, green compensation management, green performance management, and green recruitment and selection have a significant positive relationship with OCBE. This study enables organizations to recognize the strategic importance of integrating environmental sustainability into their HR policies. By adopting GHRM practices, organizations can develop a workforce that is environmentally aware and actively supports sustainability efforts both inside and outside of the organization. Overall, these initiatives not only support environmental protection but also improve the organization's image as socially responsible and progressive organization.

5.3 Recommendation

This section offers suggestions for human resource practitioners, organizations, and upcoming researchers. These recommendations seek to assist in creating more effective strategies, improve the execution of Green Human Resource Management (GHRM) practices, and encourage environmentally friendly behaviors in the workplace. Furthermore, these suggestions aim to offer a clearer path and greater insight into individuals undertaking similar research in the future in this emerging field of study.

5.3.1 Recommendation to Human Resource Practitioner

To improve OCBE among the employees, HR practitioners in organizations can prioritize environmental elements in HRM functions by embedding green values in training, compensation structures, performance appraisal, and recruitment. For example, in training and development, specific modules on promoting environmental responsibility, knowledge on climate change and sustainable work practice can be integrated and introduced within the organization. These modules can be included in the onboarding session of the new employees and in continuous training sessions of current employees.

Besides, HR practitioners can incorporate green values into compensation structures by linking rewards and incentives to encourage employees to participate in environmental initiatives. For instance, employees that participate actively in environmental activities such as leading sustainability campaigns within the organization and reducing paper usage can be recognized for achieving specific environmental initiatives. According to Shah (2019), recognition can boost employee dedication to execute environmental strategies in the organization, as it highlights the importance of their contributions and encourages them to continue to take part in sustainable practices.

Furthermore, performance management systems can also be altered to incorporate environmental performance indicators to motivate employees to perform certain types of behaviors that can be used to promote sustainability. Such indicators can measure the extent to which employees follow the environmental policies and engage in green efforts in the organization. By making environmental stewardship a quantifiable performance aspect, it will encourage employees to actively contribute to sustainability objectives of the organization.

Lastly, in recruitment and selection, job descriptions and interview methods can be tailored to attract candidates that have environmental awareness. For example, job advertisements might specify environmental duties and expectations, like assisting with green initiatives or helping the organization achieve its sustainability goals. Besides, during the interview process, employers can

include behavioral questions that evaluate a candidate's previous participation in environmental activities or their perspective towards green practices. This approach can allow the HR practitioners to hire individuals who are not only suited for the positions but also have concern for the environment.

5.3.2 Recommendation to Organization

Organizations should integrate eco-friendly principles into their HR practices to guarantee lasting dedication to environmental sustainability. This integration starts with syncing the organization's mission, vision, and core values to embody environmental accountability. When sustainability is clearly defined as a strategic priority, it communicates a strong message to all stakeholders that eco-friendly initiatives are not optional, but essential.

A culture focused on sustainability encourages shared responsibility, where every employee, no matter their level or division, considers environmental stewardship as a component of their role. When leaders demonstrate eco-friendly practices and acknowledge employee efforts toward sustainability, it generates a positive impact throughout the organization. Employees are more inclined to adopt Organizational Citizenship Behavior for the Environment (OCBE) and voluntarily participate in sustainable activities beyond their job duties when they perceive their workplace encouraging and recognizing these initiatives.

5.3.3 Recommendation to Future Researcher

This study offers valuable insights on the relationship between GHRM Practices and OCBE in the public sector. However, there are numerous aspects that future scholars should address to expand their understanding of this field. Firstly, this study was primarily quantitative. Future research could benefit from incorporating qualitative or mixed method approaches such as interview, focus groups, or case studies. These methods can provide more richer, context-specific insights into how employees perceive and respond to GHRM initiatives and what motivates them to

engage in OCBE. Besides, the sample size used in this study is insufficient to generalize the whole public sector in Sarawak. Hence, future researchers in this field should include a greater sample size of the employees in the public sector across various departments and levels of administration. This would increase assurance in making conclusions and lead to more precise results.

5.4 Summary

This chapter has summarized all the chapters included in this research. The researcher has additionally outlined the implications and suggestions for human resource practitioners, organizations, and upcoming researchers. It is hoped that this study offers meaningful insights and enhances the understanding of Green Human Resource Management (GHRM) practices and Organizational Citizenship Behaviour for the Environment (OCBE).

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APPENDIX A SURVEY QUESTIONNAIRE



The Relationship Between Green Human Resource Management (GHRM) Practices & Organizational Citizenship Behavior for the Environment (OCBE)

Dear Respondent,

Responden yang dihormati,

I am Alicia Anak Ribut (83158), a student pursuing a Bachelor of Human Resource Development at the Faculty of Cognitive Sciences and Human Development (FCSHD), Universiti Malaysia Sarawak (UNIMAS). As part of the requirements for the completion of my undergraduate studies, I am currently undertaking my Final Year Project (FYP) titled "**The Relationship Between Green Human Resource Management (GHRM) Practices and Organizational Citizenship Behavior for the Environment (OCBE).**"

*Saya Alicia Anak Ribut (83158), seorang pelajar dalam Ijazah Sarjana Muda Pembangunan Sumber Manusia di Fakulti Sains Kognitif dan Pembangunan Manusia (FCSHD), Universiti Malaysia Sarawak (UNIMAS). Sebagai sebahagian daripada keperluan untuk menamatkan pengajian peringkat ijazah sarjana muda, saya kini sedang melaksanakan Projek Tahun Akhir (FYP) yang bertajuk "**Hubungan Antara Amalan Pengurusan Sumber Manusia Hijau (GHRM) dan Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar (OCBE).**"*

The objective of this study is:

Objektif kajian ini adalah:

1. To determine the relationship between **Green Training and Development** and **Organizational Citizenship Behavior for the Environment**.

Untuk mengenal pasti hubungan antara Latihan dan Pembangunan Hijau dengan Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar.

2. To determine the relationship between **Green Compensation Management** and **Organizational Citizenship Behavior for the Environment**.

Untuk mengenal pasti hubungan antara Pengurusan Pampasan Hijau dengan Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar.

3. To determine the relationship between **Green Performance Management** and **Organizational Citizenship Behavior for the Environment**.

Untuk mengenal pasti hubungan antara Pengurusan Prestasi Hijau dengan Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar.

4. To determine the relationship between **Green Recruitment and Selection** and **Organizational Citizenship Behavior for the Environment**.

Untuk mengenal pasti hubungan antara Pengambilan dan Pemilihan Hijau dengan Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar.

The questionnaire consist of THREE sections:

Soal selidik ini mengandungi TIGA bahagian:

Section 1: Demographic Information

Seksyen 1: Maklumat Demografik

Section 2: Green Human Resource Management (GHRM) Practices

Seksyen 2: Amalan Pengurusan Sumber Manusia (GHRM)

Section 3: Organizational Citizenship Behaviour for the Environment (OCBE)

Seksyen 3: Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar (OCBE)

This survey will take you at most 5 -15 minutes to complete. Your input is highly appreciated and will contribute significantly to my findings. All of your information and personal details will be kept **CONFIDENTIAL** & will only be used solely for the academic purposes.

Kajian ini akan mengambil masa antara 5 hingga 15 minit untuk disiapkan. Maklum balas anda amat dihargai dan akan menyumbang secara signifikan kepada penemuan kajian saya. Segala maklumat dan butiran peribadi anda akan dirahsiakan dan hanya digunakan untuk tujuan akademik semata-mata.

Thankyou.

Terima Kasih

If you have any questions regarding this study, you can contact:

Sekiranya anda mempunyai sebarang pertanyaan berkaitan kajian ini, anda boleh menghubungi:

Alicia Anak Ribut

Matric No: 83158

Phone No: 0193811899

Email: 83158@siswa.unimas.my

Section 1: Demographic Information

Seksyen 1: Maklumat Demografik

Gender

Jantina

- ☐ Male/Lelaki
- ☐ Female/Perempuan

Age

Umur

- ☐ 18-29 years/tahun
- ☐ 30-39 years/tahun
- ☐ 40-49 years/tahun
- ☐ 50 years and above/dan ke atas

Race*Bangsa*

- ☐ Malay/Melayu
- ☐ Chinese/Cina
- ☐ Indian/India
- ☐ Bumiputera Sarawak
- ☐ Bumiputera Sabah

Highest Educational Level*Tahap Pendidikan Tertinggi*

- ☐ SPM/O Level (Sijil Pelajaran Malaysia/O Level)
- ☐ STPM/A Level/Matriculation (Sijil Tinggi Persekolahan Malaysia/ A Level/Matrikulasi)
- ☐ Diploma (Diploma)
- ☐ Bachelor's Degree (Ijazah Sarjana Muda)
- ☐ Master's (Ijazah Sarjana)
- ☐ PhD (Ijazah Kedoktoran)

Length of Working Experience*Tempoh Pengalaman Berkerja*

- ☐ Less than 1 year/Kurang daripada 1 tahun
- ☐ 1-3 years/tahun
- ☐ 3-5 years/tahun
- ☐ More than 5 years/Lebih daripada 5 tahun

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Section 2: Green Human Resource Management (GHRM) Practices

Seksyen 2: Amalan Pengurusan Sumber Manusia

This section aims to assess the extent to which Green Human Resource Management (GHRM) Practices are implemented in your organization. GHRM refers to environmentally friendly initiatives integrated into HR practices such as training and development, compensation management, performance management, and recruitment and selection.

Bahagian ini bertujuan untuk menilai sejauh mana amalan Pengurusan Sumber Manusia Hijau (GHRM) dilaksanakan dalam organisasi anda. GHRM merujuk kepada inisiatif mesra alam yang disepadukan dalam amalan sumber manusia seperti latihan dan pembangunan, pengurusan pampasan, pengurusan prestasi, serta pengambilan dan pemilihan.

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by selecting the most appropriate response based on the scale below:

Arahan: Sila nyatakan tahap persetujuan anda terhadap setiap pernyataan berikut dengan memilih jawapan yang paling sesuai berdasarkan skala di bawah:

- 1 – Strongly Disagree/Sangat Tidak Bersetuju
- 2 – Disagree/Tidak Bersetuju
- 3 – Neutral/Neutral
- 4 – Agree/Bersetuju
- 5 – Strongly Agree/Sangat Bersetuju

Green Training and Development

Latihan dan Pembangunan Hijau

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My company assesses who need training in environmental management (Syarikat saya menilai pekerja yang memerlukan latihan dalam pengurusan alam sekitar)	☐	☐	☐	☐	☐
My company evaluates whether the incumbent has manager and peer support to apply the learned content on the job (Syarikat saya menilai sama ada pekerja yang dilantik mendapat sokongan daripada pengurus dan rakan sekerja untuk mengaplikasikan kandungan yang dipelajari dalam tugas kerja)	☐	☐	☐	☐	☐

My organization uses environmental protection elements as the central themes of green training (Organisasi saya menggunakan elemen perlindungan alam sekitar sebagai tema utama dalam latihan hijau)	☐	☐	☐	☐	☐
My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management (Organisasi saya memberikan latihan pengurusan alam sekitar untuk meningkatkan kesedaran, kemahiran, dan pengetahuan pekerja dalam pengurusan alam sekitar)	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Green Compensation Management <i>Pengurusan Pampasan Hijau</i> Our compensation system recognizes and rewards contributions in environmental protection (Sistem pampasan kami mengiktiraf dan memberi ganjaran atas sumbangan dalam perlindungan alam sekitar)	☐	☐	☐	☐	☐
My company rewards green skills acquisition (Syarikat saya memberi ganjaran atas pemerolehan kemahiran hijau)	☐	☐	☐	☐	☐
My company rewards for learning a green curricula (Syarikat saya memberi ganjaran untuk pembelajaran kurikulum hijau)	☐	☐	☐	☐	☐

	My company uses non-monetary rewards for contributions in environmental management such as paid time off, special leave, and gifts to employees and their families (Syarikat saya menggunakan ganjaran bukan berbentuk wang untuk sumbangan dalam pengurusan alam sekitar seperti cuti bergaji, cuti khas, dan hadiah kepada pekerja serta keluarga mereka)	☐ ☐ ☐ ☐ ☐	
--	---	---	--

	My organization recognizes green initiatives of employees via organization wide publicity and public praise (Organisasi saya mengiktiraf inisiatif hijau pekerja melalui publisiti di seluruh organisasi dan pujian awam)	☐ ☐ ☐ ☐ ☐	
--	---	---	--

Green Performance Management

Pengurusan Prestasi Hijau

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our company establishes green targets, objectives, and duties for each employee across organization (Syarikat kami menetapkan sasaran, objektif, dan tanggungjawab hijau untuk setiap pekerja di seluruh organisasi)	☐	☐	☐	☐	☐

In my company, there is communication of green goals (Di syarikat saya, terdapat komunikasi mengenai matlamat hijau)

☐ ☐ ☐ ☐ ☐

The use of green criteria to evaluate performance (Penggunaan kriteria hijau untuk menilai prestasi)

☐ ☐ ☐ ☐ ☐

My company keeps track of non-compliance or not meeting green objectives (Syarikat saya memantau ketidakpatuhan atau kegagalan dalam mencapai sasaran hijau)

☐ ☐ ☐ ☐ ☐

Identification of "Green Superstars" (remarkably talented individuals who perform beyond the standards) and distribution of prizes based on their green contributions (Pengenalan "Wira Hijau" (individu yang luar biasa berbakat yang mencapai prestasi melebihi piawaian) dan pemberian hadiah berdasarkan sumbangan hijau mereka)



Green Recruitment and Selection

Pengambilan dan Pemilihan Hijau

Strongly Disagree Disagree Neutral Agree Strongly Agree

Our company has incorporated "green aware" criteria in HR staffing policy (Syarikat kami telah memasukkan kriteria "kesedaran hijau" dalam dasar pengambilan kakitangan sumber manusia)



My company practices the use of paperless recruitment and selection process (Syarikat saya mengamalkan proses pengambilan dan pemilihan tanpa kertas)



We appeal to green job applicants who practice green criteria to choose employer (green employer branding) (Kami menarik pemohon kerja yang mengamalkan kriteria hijau untuk memilih majikan (penjenamaan majikan hijau))

☐
☐
☐
☐
☐

Employee selection takes environmental motivation into account (Pemilihan pekerja mengambil kira motivasi terhadap alam sekitar)

☐
☐
☐
☐
☐

All selection steps consider environmental questions (Semua langkah pemilihan mengambil kira soalan berkaitan alam sekitar)

☐
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Section 3: Organizational Citizenship Behaviour for the Environment (OCBE)

Seksyen 3: Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar (OCBE)

This section explores your voluntary actions that support environmental sustainability in the workplace, even when such actions are not formally required by the organization. These behaviors reflect your commitment to protecting the environment as part of your work ethic and organizational citizenship.

Bahagian ini meneroka tindakan sukarela anda yang menyokong kelestarian alam sekitar di tempat kerja, walaupun tindakan tersebut tidak diwajibkan secara rasmi oleh organisasi. Tingkah laku ini mencerminkan komitmen anda untuk melindungi alam sekitar sebagai sebahagian daripada etika kerja dan kewarganegaraan organisasi anda.

Instructions: Please indicate the extent to which you agree or disagree with each of the following statements by selecting the most appropriate response based on the scale below:

Arahan: Sila nyatakan tahap persetujuan anda terhadap setiap pernyataan berikut dengan memilih jawapan yang paling sesuai berdasarkan skala di bawah:

1 – Strongly Disagree/Sangat Tidak Bersetuju

2 – Disagree/Tidak Bersetuju

3 – Neutral/Neutral

4 – Agree/Bersetuju

5 – Strongly Agree/Sangat Bersetuju

Organizational Citizenship Behaviour for the Environment (OCBE)
Tingkah Laku Kewarganegaraan Organisasi untuk Alam Sekitar (OCBE)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In my work, I weigh the consequences of my actions before doing something that could affect the environment (Dalam kerja saya, saya menilai akibat tindakan saya sebelum melakukan sesuatu yang boleh memberi kesan kepada alam sekitar)	☐	☐	☐	☐	☐
I voluntarily carry out environmental actions and initiatives in my daily work activities (Saya secara sukarela melaksanakan tindakan dan inisiatif alam sekitar dalam aktiviti kerja harian saya)	☐	☐	☐	☐	☐

I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility (Saya memberi cadangan kepada rakan sekerja tentang cara untuk melindungi alam sekitar dengan lebih berkesan, walaupun ia bukan tanggungjawab langsung saya)	☐	☐	☐	☐	☐
I actively participate in environment events organized in and/or by my company (Saya secara aktif menyertai acara-acara alam sekitar yang dianjurkan di dalam dan/atau oleh syarikat saya)	☐	☐	☐	☐	☐

	I stay informed of my company's environmental initiatives (Saya sentiasa mengikuti perkembangan inisiatif alam sekitar syarikat saya)	
	I undertake environmental actions that contribute positively to the image of my organization (Saya melaksanakan tindakan alam sekitar yang memberi sumbangan positif kepada imej organisasi saya)	
	I volunteer for projects, endeavours or events that address environmental issues in my organization (Saya sukarela untuk projek, usaha, atau acara yang menangani isu alam sekitar dalam organisasi saya)	
	I spontaneously give my time to help my colleagues take the environment into account in everything they do at work (Saya secara sukarela meluangkan masa untuk membantu rakan sekerja saya agar mengambil kira alam sekitar dalam setiap perkara yang mereka lakukan di tempat kerja)	
	I encourage my colleagues to adopt more environmentally conscious behaviour (Saya menggalakkan rakan sekerja saya untuk mengamalkan tingkah laku yang lebih peka terhadap alam sekitar)	

I encourage my
colleagues to
express their
ideas and
opinions on
environmental
issues (Saya
menggalakkan
rakan sekerja
saya untuk
menyuarakan
idea dan
pendapat
mereka
mengenai isu
alam sekitar)

☐☐☐☐☐

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APPENDIX B DEMOGRAPHIC CHARACTERISTICS

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	102	47.0	47.0	47.0
	Female	115	53.0	53.0	100.0
	Total	217	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29 years	33	15.2	15.2	15.2
	30-39 years	119	54.8	54.8	70.0
	40-49 years	53	24.4	24.4	94.5
	50 years and above	12	5.5	5.5	100.0
	Total	217	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	134	61.8	61.8	61.8
	Chinese	2	.9	.9	62.7
	Indian	1	.5	.5	63.1
	Bumiputera Sarawak	78	35.9	35.9	99.1
	Bumiputera Sabah	2	.9	.9	100.0
	Total	217	100.0	100.0	

Highest Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/O Level (Sijil Pelajaran Malaysia/O Level)	95	43.8	43.8	43.8
	STPM/A Level/Matriculation (Sijil Tinggi Persekolahan Malaysia/ A Level/Matrikulasi)	41	18.9	18.9	62.7
	Diploma (Diploma)	39	18.0	18.0	80.6
	Bachelor's Degree (Ijazah Sarjana Muda)	36	16.6	16.6	97.2
	Master's (Ijazah Sarjana)	2	.9	.9	98.2
	PhD (Ijazah Kedoktoran)	4	1.8	1.8	100.0
	Total	217	100.0	100.0	

Length of Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	1	.5	.5	.5
	1-3 years	4	1.8	1.8	2.3
	3-5 years	70	32.3	32.3	34.6
	More than 5 years	142	65.4	65.4	100.0
	Total	217	100.0	100.0	

APPENDIX C RELIABILITY ANALYSIS

Green Training and Development

Reliability Statistics	
Cronbach's Alpha	N of Items
.783	4

Green Compensation Management

Reliability Statistics	
Cronbach's Alpha	N of Items
.818	5

Green Performance Management

Reliability Statistics	
Cronbach's Alpha	N of Items
.742	5

Green Recruitment and Selection

Reliability Statistics	
Cronbach's Alpha	N of Items
.839	5

Organizational Citizenship Behaviour for the Environment

Reliability Statistics	
Cronbach's Alpha	N of Items
.888	10

APPENDIX D NORMALITY TEST

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Green_Training_Development	217	3.1809	1.28103	-.311	.165	-1.572	.329
Green_Compensation_Management	217	3.1005	1.29916	-.365	.165	-1.461	.329
Green_Performance_Management	217	3.1576	1.24278	-.393	.165	-1.613	.329
Green_Recruitment_Selection	217	3.1078	1.25284	-.348	.165	-1.687	.329
OCBE	217	3.1014	1.21089	-.223	.165	-1.559	.329
Valid N (listwise)	217						

APPENDIX E INFORMED CONSENT LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



UNIMAS/NC-16.03/04-13/01 Jld.45 (03)

26 Mei 2025

HR Department
Forest Department Sarawak Headquarters
Level 15, East Wing
Bangunan Baitul Makmur II
Medan Raya, Petra Jaya
93050 Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Alicia anak Ribut (83158) adalah pelajar Program Pembangunan Sumber Manusia, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between Green Human Resource Management (GHRM) Practices and Organizational Citizenship Behaviour For The Environment (OCBE)"</i>
Penyelia	: Professor Dr. Abdul Halim bin Busari
No.Telefon Penyelia	: 082-581648
E-mel Penyelia	: bhalim@unimas.my
No.Telefon Pelajar	: 019-3811899
E-mel Pelajar	: 83158@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,

Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k – Ketua Penolong Pendaftar, FSKPM

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