

OLAWOLE OLANRE FAWEHIMI DOCTOR OF PHILOSOPHY 2020

**EVALUATING THE ANTECEDENTS OF
ACADEMICS' EMPLOYEE GREEN BEHAVIOUR
IN MALAYSIA: THE ROLE OF GREEN HUMAN
RESOURCE MANAGEMENT**

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**Thesis Submitted in Fulfilment of the Requirements for the Degree of Doctor of
Philosophy in the Faculty of Business, Economics and Social Development
Universiti Malaysia Terengganu**

2020

DEDICATION

To Almighty God, my supportive and caring Parents, awesome Siblings, amazing Supervisors and inspiring Soulmate, Cydney.

Abstract of thesis presented to the Senate of Universiti Malaysia Terengganu in fulfilment of the requirements for the degree of Doctor of Philosophy

EVALUATING THE ANTECEDENTS OF ACADEMICS' EMPLOYEE GREEN BEHAVIOUR IN MALAYSIA: THE ROLE OF GREEN HUMAN RESOURCE MANAGEMENT

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The increasing degradation of the environment due to human activities at work has heightened the interests in ways to enhance environmental sustainability in the workplace. For this purpose, studies have highlighted the need to implement green human resource management (green HRM) to influence employee green behaviour (EGB). Using the ability-motivation-opportunity (AMO) theory and the extended theory of planned behaviour (TPB), this cross-sectional study examined the impacts of green human resource management (green HRM), behavioural intention, and perceived behavioural control (PBC) on the EGB of academics at Malaysian public research universities. Data were collected from 425 academics through a survey questionnaire developed based on prior studies. First, attitude, PBC, personal moral norms, environmental knowledge, and environmental concern were examined as regard their relationships with intention. Next, the mediation role of intention between the antecedents and EGB were examined. Further, the mediation role of PBC between green HRM and EGB were also assessed. The relationships were analysed using Smart PLS 3. The findings indicated that attitude, personal moral norms, and environmental concern of academics impact their intention to practice EGB, which consequently lead

to the actual conduct of the EGB. Further, the findings showed that academics' PBC significantly impacts their conduct of EGB but not their behavioural intention. The key finding of this study showed that the academics' perceived green HRM significantly impacts their PBC, which leads to the ability to perform the EGB. This finding has provided a theoretical implication in terms of the ability, motivation and opportunity theory. The scope of this study was limited to public research universities in Malaysia. Future studies may explore other variables that can expedite the relationship between green HRM and EGB. A practical implication of the study includes policy making that places the emphasis on enhancing the favourable attitude, personal moral norms, environmental knowledge, and environmental concern to ensure that academics practice the EGB. Further, there is a need to focus on enhancing the green HRM practices at the universities, which will be centred on the environmental management systems, as well as improving the EGB of academics through the enhancement of their PBC.

Abstrak tesis yang dikemukakan kepada Senat Universiti Malaysia Terengganu sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**MENILAI ANTESEDEN TINGKAH LAKU MESRA ALAM SEKITAR AHLI
AKADEMIK DI MALAYSIA: PERANAN PENGURUSAN SUMBER
MANUSIA MESRA ALAM SEKITAR**

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2020

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Kemerosotan kualiti alam sekitar akibat aktiviti manusia di tempat kerja telah menarik minat dalam mencari kaedah untuk meningkatkan kelestarian alam sekitar di tempat kerja. Untuk mencapai tujuan ini, kajian lepas telah menekankan perlunya untuk melaksanakan pengurusan sumber manusia mesra alam sekitar bagi mempengaruhi tingkah laku mesra alam sekitar pekerja. Menggunakan teori keupayaan-motivasi-peluang dan teori lanjutan perancangan tingkah laku, kajian rentas ini meneliti kesan pengurusan sumber manusia mesra alam sekitar, niat kelakuan, dan persepsi kawalan kelakuan ke atas tingkah laku mesra alam sekitar ahli akademik di universiti penyelidikan di Malaysia. Data diperolehi daripada 425 ahli akademik melalui soalan kaji selidik yang dibina berdasarkan kajian-kajian lepas. Pertama, sikap, persepsi kawalan kelakuan, norma moral peribadi, pengetahuan alam sekitar, dan kebimbangan alam sekitar diteliti dari segi hubungannya dengan niat. Seterusnya, peranan niat sebagai mediator dalam perhubungan antara faktor anteseden dan tingkah laku mesra alam sekitar pekerja. Di samping itu juga, peranan persepsi kawalan kelakuan sebagai mediator dalam perhubungan antara pengurusan sumber manusia mesra alam sekitar dan tingkah laku mesra alam sekitar pekerja turut dikaji. Data dianalisa menggunakan Smart PLS 3. Hasil kajian menunjukkan sikap, norma moral peribadi,

dan kebimbangan alam sekitar mempengaruhi niat tingkah laku mesra alam sekitar pekerja, yang seterusnya mempengaruhi kepada pengamalan tingkah laku mesra alam sekitar pekerja. Selain itu, hasil kajian menunjukkan persepsi kawalan kelakuan ahli akademik mempengaruhi secara signifikan tingkah laku mesra alam sekitar ahli akademik tetapi tidak mempengaruhi niat kelakuan mereka. Dapatan kajian utama menunjukkan persepsi ahli akademik terhadap pengurusan sumber manusia mesra alam sekitar mempengaruhi secara signifikan persepsi kawalan kelakuan mereka, yang menjurus kepada keupayaan untuk mengamalkan tingkah laku mesra alam sekitar pekerja. Hasil kajian ini memberikan implikasi teoretikal dari segi teori keupayaan, motivasi, dan peluang. Skop kajian ini terhad kepada universiti penyelidikan di Malaysia. Kajian akan datang disaran memikirkan pembolehubah lain yang boleh mempengaruhi perhubungan antara pengurusan sumber manusia mesra alam sekitar dan tingkah laku mesra alam sekitar pekerja. Implikasi praktikal kajian termasuk pembinaan dasar yang menekankan kepada menambahbaik sikap menyokong, norma moral peribadi, pengetahuan alam sekitar, dan kebimbangan alam sekitar untuk memastikan ahli akademik mengamalkan tingkah laku mesra alam sekitar. Selain itu, terdapat keperluan untuk memfokuskan kepada meningkatkan amalan pengurusan sumber manusia mesra alam sekitar di universiti, terutamanya sistem pengurusan alam sekitar, dan menambahbaik tingkah laku mesra alam sekitar ahli akademik melalui peningkatan persepsi kawalan kelakuan mereka.