

**EXAMINING THE ROLE OF GREEN HUMAN  
RESOURCES MANAGEMENT (GHRM) IN  
BUILDING GREEN CORPORATE IMAGE AND  
GREEN COMPETITIVE ADVANTAGE IN  
MALAYSIAN PUBLIC UNIVERSITIES**

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## SUPERVISOR'S DECLARATION

I/We\* hereby declare that I/We\* have checked this thesis/project\* and in my/our\* opinion, this thesis/project\* is adequate in terms of scope and quality for the award of the degree of \*Doctor of Philosophy/ Master of Engineering/ Master of Science/ Master in Business Administration in .....

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I hereby declare that the work in this thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at Universiti Malaysia Pahang or any other institutions.

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## **ABSTRAK**

The Sustainable Development Goals (SDG) is the core agenda and most of the organization had a fundamental role. Most of Malaysian universities face immense internal issues increasing becoming greener and more eco-friendly. It is important for the university's image to support the environment in order to create an environmentally sensitive, resources –efficient and social responsibility in organization. The global rankings of Malaysia universities also struggling to make a dent on the international stage. Its beneficial to organizations in create culture, cost reduction, employee retention, reputation in international ranking and attraction. This study provide valuable insight that how Green Human Resources Management (GHRM) drive and contributes to the green corporate image (GCI) and green competitive advantage (GCA). By applying the theory of Ability –Motivation and Opportunity (AMO) perspective and Resource Based View (RBV) both theory would assess the impact of GHRM practice on environmental performance and competitive advantage in public university. A total of 161 respondent comprising 20 public universities were completed and return representing 53.6% response rate. The Smart PLS 3.3.9, the partial least square structural equation modelling (PLS-SEM) technique was used in the preliminary analysis for data screening of normality, other relevant assumptions and research analysis. Based on the outcome of the data screening, a total of 150 questionnaires were used in the subsequent analysis. With the exceptions of four hypotheses, all the other four hypotheses were supported. The current findings hold significant implications for the theoretical and managerial aspects of GHRM within the context of research and academic institutions in Malaysia. In addition, this study offers several insights to the university initiatives towards green.

## ABSTRACT

Matlamat Pembangunan Mampan (SDG) merupakan salah satu agenda dunia yang penting bagi setiap organisasi untuk turut sama memainkan peranan. Kebanyakan universiti di Malaysia berdepan isu bagaimana untuk meningkatkan kehijauan dan mesra persekitaran memandangkan ia penting untuk meningkatkan imej universiti menyokong terhadap persekitaran, meningkatkan keupayaan dalam penggunaan sumber dan tanggungjawan sosial terhadap organisasi.

Setiap universiti berusaha dalam mendapatkan keputusan yang baik dalam penarafan yang dikiktiraf dunia kerana ia akan memanfaatkan organisasi dalam membentuk budaya, pengurangan kos, pekerja kekal dalam organisasi, reputasi dan penarafan serta tarikan pihak lain.

Kajian ini menyediakan bahan yang bermakna untuk melihat sejauh mana hubungan Pengurusan Sumber Manusia Hijau (GHRM) ini memberi kesan terhadap Imej Korporat (GCI) dan kelebihan daya saing (GCA) dalam organisasi terutamanya di universiti awam.

Dengan pelaksanaan Theory Ability–Motivation and Opportunity (AMO) perspective dan Resource Based View (RBV) membolehkan kita melihat sejauh mana impak terhadap persekitaran dan sejauh mana kesan pelaksanaan GHRM ini terhadap pencapaian persekitaran serta kelebihan bersaing antara universiti.

Kajian membabitkan seramai 161 daripada 20 universiti awam dan sebanyak 53.6% kadar memberi maklumbalas . Penggunaan Smart PLS 3.3.9 dalam menilai dan mengadakan kajian data analisis serta lain-lain analisis dijalankan. Terdapat 150 maklumbalas digunakan selepas melepasi tahap penilaian data analisa yang menunjukkan terdapat empat hipotesis menunjukkan hubungan yang menyokong terhadap GCI dan GCA. Selain itu terdapat penemuan dan implikasi dalam aspek GHRM yang boleh dilaksanakan di universiti awam dan lain-lain institusi pengajian tinggi di Malaysia ke arah persekitaran hijau.

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## LIST OF ABBREVIATIONS

UMP	Universiti Malaysia Pahang
SDG	Sustainable Development Goals
UIG	UI Greenmetric World University Ranking
GHRM	Green Human Resources Management
ESD	Education for Sustainable Development
CSR	Corporate Social Responsibility
EKSA	Public Sector Conducive Ecosystem
SEDA	Sustainable Energy Development Authority
EM	Environmental Management
GPR	Green Pay and Reward
PMS	Performance Management System
GPM	Green Performance Management
AMO	Ability Motivation Opportunity
GH	Green Hiring
GTI	Green Training Involvement
GRS	Green Recruitment and Selection
GIP	Green Involvement and Participation
HRM	Human Resources Management
GKM	Green Knowledge Management
HEI	Higher Education Institution

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