

Readiness of Employees toward Environmentally Sustainable Policy in Organization

¹Kiing Eek Ning, ²Lee Wei Sei, ³Sharmila Laksmi Muniandy

^{1,2,3}Faculty of Business and Information Science, UCSI University
Jalan Menara Gading, 56000 Cheras, Kuala Lumpur, Malaysia

Article Info

Volume 83

Page Number: 11450 - 11455

Publication Issue:

March - April 2020

Abstract

The study aimed to determine the relationship between internal factor, organization and external factors and employee readiness toward environmentally sustainability. The quantitative research had used in this study to measure the relationship between independent and dependent variables. Besides, questionnaires survey was used in this study. These internal factors included behaviour, attitude, belief and awareness. The organization factors referred to organization commitment and organizational structure. External factors were technology and transportation. In this study, the questionnaires was contributed to targeted respondents which were employees who work in UCSI University and respondents from social media. The secondary data was collected from published journal articles, reports and online information in this study. The questionnaire was randomly distributed to UCSI University and online social media. The result showed there was a positive correlation value and a significant relationship between independent variables and dependent variables. The independent variables were the internal factors, organizational factors and external factors while the dependent variable is the employees' readiness towards environmental sustainability.

Keywords: Employee readiness, organization, belief, awareness.

Article History

Article Received: 24 July 2019

Revised: 12 September 2019

Accepted: 15 February 2020

Publication: 16 April 2020

1. Introduction

Sustainable development (SD) concept was introduced by United Nations Conference on the Human Environment and Development, in year 1980. Sustainable Development is a comprehensive and unified approach to improving the quality of life [1]. The sustainability development is not only concern on environmental protection but also included life quality, resources and benefit contribution, interaction between environment and development and provision for future. Besides, the sustainable development plays an important role in the society and it is a helpful and meaningful activity to save the society, environment, economic and the culture.

There are three main aspects of sustainable development including the economic, social and environmental. The synergies between these three

aspects, and they are all interrelated, integrated and inseparable. First, economic dimension concerns on cost-

effective and resource-saving approach adjacent to the appropriate area of economic activity to provide employment and social structure. Next, social dimension focuses on encouraging the human development, human rights, gender equality, global poverty, employment initiatives, save and caring community and culture, in order to achieve a high quality of life. Lastly, environmental dimension which to prevent nature resources from being used as inexhaustible resources and ensures its protection and rational use.

There are some environmental problems or issues in Malaysia, which include air pollution cause by a drastic increase in road traffic and from industrial emissions; water pollution or river pollution from raw sewage; deforestation due to various regional developments; smoke/haze from Indonesian forest fires. Therefore, the Malaysian government is implementing pollution control more effectively, also invest resources in building environmental infrastructure, such as sewage treatment system that treats domestic wastewater.

The individual or human behaviours play an important role in environmental pollution [2]. As a result, organizations and their employees also play an important role in building or disrupting its operating environment and also in eliminating the negative environmental impacts of organizations in the form of the employees' behaviour. An employee's pro-environmental behaviour is a way which can be taken to reduce the negative impacts and promote positive environmental impact of organization on the environment. Pro-environmental behaviour also described as environmentally responsible broad activities [3]. Pro-environmental behaviour is kind of act or behaviour can reduce negative impact of behaviour on natural and built environment [4].

Furthermore, there is an environmental sustainability policy which aims to integrate sustainable concepts into all the activities of the organization, to reduce the organization's influence on the environment and to establish and promote sound environmental practices in their operations. Environmental sustainability policy can help to provide a safe and healthy workplace in the organization. According to Australian Government Department of Human Services (2018), the environmental management issues covered in the policy includes greenhouse gas emissions, ozone depleting substance, energy use, office waste, building waste, resource recovery, suppliers, products and materials use, and potable water use, waste water.

An example of environmental sustainability policy is The Nestlé Policy on Environmental Sustainability. According to Nestlé (2018), The Nestlé policy incorporates the environmental principles of United Nations Global Compact (UNGC), which stipulates that enterprises should support the adoption of preventive measures to mention on environmental challenges, undertake initiatives to promote good environmental responsibility and encourage development and promotion of technologies with better environmental performance. The study aimed to determine the relationship between internal factor, organization and external factors and employee readiness toward environmentally sustainability.

2. Methodology

The quantitative research had used in this study to measure the relationship between independent and dependent variables. Besides, questionnaires survey was used in this study. These internal factors included behavior, attitude, belief and awareness. The organization factors referred to organization commitment and organizational structure. External factors were technology and transportation.

The study was based on deductive approach to test the relationship between factors and employee readiness toward environmentally sustainability. In this study, the questionnaires was contributed to targeted respondents which were employees who work in UCSI University and respondents from social media. The secondary data was

collected from published journal articles, reports and online information in this study. The questionnaire was randomly distributed to UCSI University and online social media. The questionnaire to the employees in the UCSI University especially the lecturer. The target population were working adults whether full timer and part-timer. The sample sizes were 100 respondents selected with non-probability sampling technique [5]. In this study, the data analysis was conducted through SPSS program [6]. The main statistical analysis was descriptive statistics.

3. Result and Discussion

3.1 Result

In Table 1, 68 respondents (68%) were female and 32 respondents (32%) were male.

Table 1: Respondent distribution on gender

Gender	Frequency	Percentage	Valid percentage	Cumulative percentage
Female	68	68	68	68
Male	32	32	32	100.0
Total	100	100.0	100.0	

In Table 2, there were 32 respondents (32%) were aged between 21 years old and 30 years old and 46 respondents (46%) were aged 31 years old and 40 years old. Meanwhile, 13 respondents (13%) were aged 41 years old and 50 years old and 9 respondents were aged more than 51 years old.

Table 2: Respondent distribution on age

Age (years old)	Frequency	Percentage	Valid percentage	Cumulative percentage
21-30	32	32	32	32
31-40	46	46	46	78
41-50	13	13	13	91
>51 years old	9	9	9	100.0
Total	100	100.0	100.0	

In Table 3, 49 respondents were Chinese and 8 respondents were Indian. Meanwhile, 41 respondents were Malay and 2 respondents were other races.

Table 3: Respondents distribution on races

Race	Frequency	Percentage	Valid percentage	Cumulative percent

				age
Chinese	49	49	49	49
Indian	8	8	8	57
Malay	41	41	41	98
Others	2	2	2	100.0
Total	100	100.0	100.0	

In Table 4, there were 93 respondents were Malaysian and 7 respondents were non-Malaysian.

Table 4: Respondent distribution on nationality

Nationality	Frequency	Percentage	Valid percentage	Cumulative percentage
Malaysia	93	93	93	93
Non-Malaysia	7	7	7	100.0
Total	100	100.0	100.0	

Meanwhile, 49 respondents were married and 28 respondents were singles.

Table 5: Respondent distribution on marital status

Marital status	Frequency	Percentage	Valid percentage	Cumulative percentage
In relationship	23	23	23	23
Married	49	49	49	72
Single				100.0
Total	100	100.0	100.0	

In Table 6, 30 respondents were diploma o degree holders and 22 respondents were doctoral or PhD holder (22%). Meanwhile, 42 respondents were Master degree holder and 6 respondents completed primary or secondary level (6%).

Table 6: Respondent distribution on education level

Education level	Frequency	Percentage	Valid percentage	Cumulative percentage
College/university (diploma/ Bachelor degree)	30	30	30	30
Doctoral degree	22	22	22	52
Master	42	42	42	94

degree				
Primary/Secondary	6	6	6	100.0
Total	100.0	100.0	100.0	

In Table 7, there were 30 respondents (30%) were studied business and information science and 20 respondents were studied in engineering, technology and built environment. Meanwhile, 12 respondents were studied social sciences and liberal arts and 23 respondents were studied in others.

Table 7: Respondent distribution on working department

	Frequency	Percentage	Valid percentage	Cumulative percentage
Applied science	2	2	2	2
Business and information science	30	30	30	32
Engineering, technology and built environment	20	20	20	52
Medicine and health sciences	9	9	9	71
Social sciences and liberal arts	12	12	12	83
Institute of music	4	4	4	87
Others	23	23	23	100.0
Total	100	100.0	100.0	

In Table 8, there were 57 respondents which need to process many papers or documents and 43 respondents did not need to process many papers or documents during their works.

Table 8: Respondent distribution on process paper or document

	Frequency	Percentage	Valid percentage	Cumulative percentage
No	43	43	43	43

Yes	57	57	57	100.0
Total	100	100.0	100.0	

In Table 9, there were 40 respondent did not work with computer in long hours (40%) and 60 respondents need to work with computer in long hour (60%).

Table 9: Respondent distribution on work long hour on computer

	Frequency	Percentage	Valid percentage	Cumulative percentage
No	40	40	40	40
Yes	60	60	60	100.0
Total	100	100.0	100.0	

In Table 10, there were 8 respondents did not effectively used water or energy and 92 respondents (92%) had effectively used water and energy.

Table 10: Respondent distribution on water and energy usage

	Frequency	Percentage	Valid percentage	Cumulative percentage
No	8	8	8	8
Yes	92	92	92	100.0
Total	100	100.0	100.0	

In Table 11, there were 7 respondents had understanding rate of 0-2 for environmentally sustainability and 41 respondents had understanding rate of 3-5 on environment sustainability.

Table 11: Respondent distribution on understanding rate

	Frequency	Percentage	Valid percentage	Cumulative percentage
0-2	7	7	7	7
3-5	41	41	41	48
6-8	41	41	41	89
9-10	11	11	11	100.0
Total	100.0	100.0	100.0	

Table 12 showed the correlation of internal factor, organization factor, and external factor with the employee readiness toward environmentally sustainability. The result showed in the positive correlation for all the independent variables with the dependent variable. The Spearman's Rho correlation value of internal factor was 0.515, which indicated a positive correlation between

internal factor and employee readiness toward environmentally sustainability. In addition, the organization factor was 0.557 for the Spearman's Rho correlation value which meant had positive correlation between organization factor and employee readiness toward environmentally sustainability. The Spearman's Rho Correlation value of external factor was 0.512 which had positive correlation between external factor and employee readiness toward environmentally sustainability. For three independent variables, all variables had positive correlation with the dependent variable.

Table 12: Spearman's Rho correlation analysis

			Employee readiness
Spearman's Rho	Internal factor	Correlation coefficient	0.515**
		Sig. (2-tailed)	0.000
		N	100
	Organization factor	Correlation coefficient	0.557**
		Sig. (2-tailed)	0.000
		N	100
	External factor	Correlation coefficient	0.512**
		Sig. (2-tailed)	0.000
		N	100

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

The results in Table 12 which shown that there was a positive correlation value of 0.515 between the internal factor and employee readiness toward environmentally sustainability. The study showed that the employee readiness was significantly associated with the internal factor. In addition, there was a positive correlation value of 0.557 between organization factor and employee readiness toward environmentally sustainability. The employee readiness was also affected by organization factors. Moreover, there was a positive correlation value of 0.512 between external factor and employee readiness toward environmentally sustainability. The result showed that the employee readiness toward environmentally sustainability which influenced by the external factor.

Table 13: Multiple regression analysis

Model	Unstandardized coefficient		Standardized coefficient	t	Sig.
	B	Std. error	Beta		

(Constant)	0.203	0.330		0.615	0.540
Internal factor	0.345	0.077	0.336	4.478	0.000
Organization factor	0.326	0.079	0.371	4.109	0.000
External factor	0.198	0.082	0.225	2.422	0.017

a. Dependent variable: employee readiness toward environmentally sustainability.

In organization factor variable such as respondents was exhibited the employee readiness toward environmentally sustainability was increased 0.326. In external factor, the respondents was exhibited the employee readiness toward environmentally sustainability was increased 0.198. The internal factor had highest value of B which was 0.345 which increased by one unit. The respondents was exhibited the employee readiness toward environmentally sustainability was increased 0.345. The internal factor had highest contribution to the changes in the employee readiness toward environmentally sustainability.

3.2 Discussion

The results had shown there was a relationship between all the independent variables and dependent variable. The independent variables which were internal factor, organization factor and external factor. All independent variables showed in a positive correlation value in the Spearman's Rho analysis. Individual readiness for change has considered the essential factor that lead to effective and successful organizational change implementation [7]. The internal factor also referred as individual factor which shown the result of positive correlation. Previous study also found that environmental attitudes were a strong predictor for behaviour and underlying beliefs shaped employees' environmental attitudes [8].

Organization factor was another variable which shaped the employee readiness as the result also shown in positive correlation. Employee involvement in change effort had positive influenced on trust toward management and perceptions of supervisory support for improvement [9]. In the Spearman's rho correlation which result that organization factors had the highest value among the other variables. The organization factor was an important factor that influenced the employee readiness toward environmentally sustainability. The factor which impact the employee responses and intervention update that critical and behavior change research helped in organizations to significantly improve their environmental performance and help in addressing critical ecological issues such as biodiversity loss and climate change [8]. The employees were aware in wasting of their organization management practices were more likely to act sustainably [8].

External factor also results in a positive correlation. The study showed that environmental infrastructure and

systems had reduced environmental impacts to a limited extend and employee feedback to such changes are crucial boundary condition [8]. Infrastructure limitations such as bus services limitation and distance between workplace and bus stop which improved by working in partnership with public transport operators and employees [8]. In the comparative study of energy conservation in two public schools, the respondents had mentioned that reminders to turn off lights and computers influenced their behavior [8]. Therefore, the employee readiness toward environmentally sustainability which was influenced by the internal factor, organization factor and external factor. A study by [10] found that relationship between employee readiness, organizational commitment and social relationships at the workplace.

4. Conclusion

In conclusions, there was a positive correlation value and a significant relationship between independent variables and dependent variables. The independent variables were the internal factors, organizational factors and external factors while the dependent variable is the employees' readiness towards environmental sustainability. Furthermore, further study had focused on other factors or mediator variables that might affected the outcomes or result of employee readiness toward environmental sustainability policy in organizations.

5. Acknowledgments

I would like to thank to all respondents who involved in this study.

References

- [1] Salem, T. and Harb, J. 2012. ESD: assessment of the current situation at the Faculty of Engineering of Notre Dame University-Louaize. *Discourse and Communication for Sustainable Education*, 3, 2012, 100-108.
- [2] Vinojini, M., & Arulrajah, A. A. 2017. The Pro-Environmental Behaviour of Employee in an Apparel Manufacturing Organization in Nuwara-Eliya District of Sri Lanka. *Sri Lankan Journal of Human Resource Management*. 7, 1.
- [3] Graves, L.M., Sarkis, J. and Zhu, Q.2013. How transformational leadership and employee motivation combine to predict employee pro-environmental behaviors in China. *Journal of Environmental Psychology*, 35, 81-91.
- [4] Wesselink, R., Blok, V. and Ringersma, J. 2017. Pro-environmental behaviour in the workplace and the role of managers and organisation. *Journal of Cleaner Production*, 168, 1679-1687.
- [5] Hew, J. J., Lee, V. H., Ooi, K. B., & Wei, J. (2015). What catalyses mobile apps usage intention: an empirical analysis. *Industrial Management & Data Systems*, 115(7), 1269-1291.

- [6] Ooi, K. B., & Tan, G. W. H. (2016). Mobile technology acceptance model: An investigation using mobile users to explore smartphone credit card. *Expert Systems with Applications*, 59, 33-46
- [7] Al-Maamari, Q.A., Kassim, R. M., Raju, V., Al-Taitah, A., Ameen, A.A. and Abdulrab, M. 2018. Factors affecting individual readiness for change: a conceptual framework. *International Journal of Management and Human Science*, 2, 1, 13-18.
- [8] Young, W., Davis, M., McNeill, I.M., Malhotra, B., Russell, S., Unsworth, K. and Clegg, C. W. 2013. Changing behavior: successful environmental programmes in the workplace. *Business Strategy and the Environment*, 28, .8, 689-703.
- [9] Weber, W. A. 2001. Antecedents of Employee Readiness for Change: Mediating Effect of Commitment to Change . *Management Studies and Economic Systems (MSES)* , 11-25.
- [10] Samaranayake, S.U. and Takemura, T. 2017. Employee readiness for organizational change: a case study in an export oriented manufacturing firm in Sri Lanka. *Euroasian Journal of Business and Economics*, 10, 20, 1-16.
- [11] Rahim, S.A., Ahmi, A., Rahman, N.A.A. (2020). Challenges in sustainable supply chain management of live animal trading: A case study of live animal industry in Malaysia. *International Journal of Supply Chain Management*, 9 (1), pp. 447-454.
- [12] Khaw, K.L.-H., Zainudin, R., Rashid, R.M. (2020). Cost of debt financing: Does political connection matter?. *Emerging Markets Review*, 41.
- [13] Joarder, M.H.R., Subhan, M., Ghani, A.B.A., Islam, R. (2015). Pay, Security, Support And Intention To Quit Relationship Among Academics In Developing Economy. *Investment Management and Financial Innovations*, 12 (3), pp. 190-199.