

# An assessment of Green Quality of Work Life Dimensions at Public Institutions in Malaysia

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## Article Info

Volume 81

Page Number: 5869 - 5877

Publication Issue:

November-December 2019

## Abstract

The aim of the study is to assess the perception of employees on green quality of work life at public institutions in the four zone states in Malaysia namely the eastern zone, northern zone, southern zone and middle zone state. The study of Green Quality of Work Life consists of six dimension namely as green job satisfaction, green job reward, green management support, green social relationship, green training and development and green team based practices. The number of respondents involved in this study for the four zone states are 1985 respondents with overall average rate of response of 96 percent. Based on the results, the dimension of green job satisfaction, the middle zone state has scored the highest average of agreement with 58 percent, the green job reward also showed the middle zone state got the highest agreement score with 57 percent, the green management support dimensions also showed that the middle zone state score the highest agreement with 57 percent, the dimension of green social relationship showed the northern zone score the highest agreement score with 56 percent, green training and development showed the highest agreement score was middle zone state with 55 percent and the green team based practices showed the highest average agreement score was middle zone state with 58 percent.

## Article History

Article Received: 5 March 2019

Revised: 18 May 2019

Accepted: 24 September 2019

Publication: 27 December 2019

**Keywords:** Agreement, Green Quality, Public institutions

## 1. Introduction

Quality of Working Life (QWL) refers to a worker's sense of satisfaction and joy in his or her working life which involves his or her emotional, physical and intellectual development in quality and effectiveness [5]. The employees Quality of Working Life (QWL) involves the worker's needs and requirements which include aspects of his feelings and appreciation for his or her career holistically [1]. In today's work setting, the term Quality of Working Life is an attraction and retaining employees in an organization [2] whose management approach to Quality of Working Life gives employees a sense of confidence and desire to join the organization [5]. The term Green Quality of Working Life refers to the

emphasis on harmony, tranquility, well-being and balance for workers in carrying out their work effectively and efficiently in the workplace and maintain their work initiatives in an increasingly challenging work.

## 2. Literature Review

In service organization management, work principles such as integrity, reliability and accountability [6] is in focus to build the workplace more harmonious, secured, good well-being and happiness for management and employees. Management needs to be aware of the Green Quality of Working Life aspects of the organization in order to avoid negative issues such as workplace

conflicts, accidents and worker failures to increase work productivity due to work ethic and behavior problems.

Employees in the service industry are exposed to a variety of challenges in tasks such as receiving customer complaints, over workloads and a variety of work and family conflicting work agendas which has an impact on the quality of life of workers and their families and communities. According to [4] the satisfaction of an employees can be achieved if the goals and needs of the employee are in line with the focus of their hope in building a harmonious working life and personal achievement that brings prosperity to their lives. These requirements are in line with the goals and actions of the Green Quality of Work Life that focus on building the Harmonious, Happiness and Healthiness at the work place. The focus on building well-being at work without emotional stress at work has been the focus of the organization today. Initiatives such as building Quality of Working Life in the workplace can enable employees to actively participate in shaping the future of the organization through management-focused methods, processes and strategies. The main aim of the green

quality of working life is to enhance the effectiveness and quality of work life of employees in aspects of organizational behavior such as job satisfaction, positive work environment, the managerial guide and support, leadership, social relations at work, training and development, incentives and rewards and positive and proactive team work. Building a Quality of Working Life not only builds the attitude and well-being of the workplace but also contributes to the pursuit of well-being and job satisfaction. These elements affect the comfort, satisfaction and well-being of the workplace [9]. According to [4] the quality of working life gives two assumptions that negative aspects of the workplace need to be eliminated and the work carried out needs to be given situational guidance to make the workforce work with the goal of improving work capacity.

In the perspective of the green quality of work life the following dimensions of the study were determined as follows:

Table 1: Terms and Definition

Variables	Source
<b>Green Job Satisfaction:</b> Job satisfaction is an aspect of employee satisfaction that feels that work is being given meaning in working life such as useful knowledge, opportunities for career growth, new skills learned, pride in the organization and even value in personal life. The term green is an add up on job satisfaction of employees to shape the well-being and happiness at the work place.	[1]
<b>Green Job Reward:</b> Job rewards are rewards such as salary, incentives received in proportion to work with job descriptions assigned to employees appropriately and accordingly. The term green is an add up to job reward as to get the employees work with harmonious and happily from the reward that they get from work.	[3]
<b>Green Management Support:</b> Management support are the guidance and support to employees in providing the equipment for work resources, information and emotional support that make the employees feels of work freedom and trust of their work. The term green in an add up on management support of an effort of management to help and guide the employees to make them feel good about their job.	[11]
<b>Green Social Relationship:</b> Social relationship means social relations that exist in the workplace in terms of communication and information, can express opinions freely and proactively, help solve problems clearly and sincerely in providing positive social support and working relationships. The term green is an added on building a caring environment harmoniously between management-employees at the work place.	[10]
<b>Green Training and Development:</b> Training and development is an approach to provide a career development for employees through training, education and evaluation. The term green training and development is an added on to build a career development for employees with enhancement of employee career prosperity.	[12]
<b>Green Team-Based Practices:</b> Team based practices is a team approach through team process, development and management. The term Green team-based practices is an added value in team based practices that enhance the valued of good working team based practices	[7]

The objective of this study was to identify the perception level of employees at public institution in the municipal and district councils about Green Quality of Working Life

dimensions. The study focused at four zone states of Malaysia namely as Eastern Zone State, Northern Zone State, Southern Zone State and Middle Zone State.

### 3. Research Methodology

#### Research Design

This study adopted a descriptive design. The survey was conducted in a purposively selected the local municipal and district council of state that involved with the study.

#### The Location and Respondent

The data collection of the study was based on the four zone states of public organizations in Malaysia namely as southern, middle, northern and eastern zone state and the location of the study was the capital city of each zone state that total up to 1,985 respondents. The number of respondents of the four zone states in Malaysia were as follows:

Table 2: Data Collection

No	Middle Zone State /Code (MZS)	Location	Number of Respondents
1	Selangor (A1)	Shah Alam	100
	Kuala Lumpur (A2)	Kuala Lumpur City Centre	80
	Putrajaya (A3)	Putrajaya	300
	Total		480
2	<b>Southern Zone State/Code (SZS)</b>		<b>Number of Respondents</b>
	Johor (B1)	Johor Bahru	180
	Malacca (B2)	Bandar Hilir	150
	Negeri Sembilan (B3)	Seremban	165
	Total		495
3	<b>Northern Zone State/Code (NZS)</b>		<b>Number of Respondents</b>
	Perak (C1)	Ipoh	200
	Pulau Pinang (C2)	Georgetown	130
	Kedah (C3)	Alor Star	180
	Perlis (C4)	Kangar	100
	Total		610
4	<b>Eastern Zone State/Code (EZS)</b>		<b>Number of Respondents</b>
	Pahang (D1)	Kuantan	100
	Terengganu (D2)	Kuala Terengganu	150
	Kelantan (D3)	Kota Bharu	150
	Total		400

#### Research Instrument Validity

This study uses questionnaires drawn from several Quality of Working Life researchers [1,3,7,8]. The questionnaire was adopted and modified accordingly to

the needs and requirements of the study. The number of questionnaire statements on each Green Quality of Working Life dimensions and the questionnaire validity are shown in TABLE 3.

Table 3: The Validity of Research Instruments

Variables	Number of Item Statement of	Alpha Cronbach Value
	Variables	
Green Job Satisfaction	7	0.67
Green Job Reward	1	0.85
Green Management Support	20	0.78
Green Social Relationship	5	0.65
Green Training and Development	14	0.67
Green Team-Based Practices	18	0.86
Total	79	

The Green Quality of Working Life questionnaire was used on a scale of 1-5 ranging from (1) Strongly Disagree, (2) Disagree, (3) Moderately-Agree, (4) Agree and (5) Strongly Agree. Respondents were asked to indicate 1 choice based on the five Likert scales.

#### 4. Research Findings

The results of Green Quality of Working Life study are presented as follows:

(a) The findings of the study based on the results of the majority of the demographic profile respondents are summarized in Table 4.

(b) The Findings of Green Quality of Work Life in Malaysian Public Institutions

Table 4: The Demographic Profile

No	Demographic Variable	Majority	% MZS			
			EZS	NZS	SZS	% MZS
1	Gender	Male	64.2	65.3	75.4	68.3
2	Citizen	Citizen	100.0	100.0	100.0	100.0
3	Age	21-30 Years	67.5	64.7	69.2	60.3
4	Race	Malay	75.5	85.4	65.2	66.3
5	Religion	Muslim	75.5	85.4	65.2	66.3
6	Education Level	Diploma	35.5	23.2	15.8	20.1
		Degree	43.7	44.3	52.1	45.8
7	Job Category	Clerical	32.8	43.2	28.5	32.1
		Operation/Administration	44.7	23.3	44.2	21.0
8	Monthly Income	RM 1,001 – RM 6,000	75.8	75.5	75.0	75.5

#### 5. Green Job Satisfaction

The results of the Green Quality of Working Life survey for the Green Job Satisfaction dimensions are shown in Table 5. The findings on green job satisfaction, in the central zone, Shah Alam recorded an average total score of agreement of 61% followed by Kuala Lumpur and Putrajaya with 58% and 56% respectively. In the southern zone, the average total score of agreement are 49%, 50%

and 52% for Johor Bahru, Bandar Hilir and Seremban respectively. The northern zone recorded an average total score of agreement of 51%, 52%, 54% and 49% for Ipoh, Georgetown, Alor Setar and Kangar respectively. In the eastern zone, both Kuala Terengganu and Kota Bharu have similar average total score at 52% while Kuantan's average total score of agreement is 50%.

Table 5: The Perceptions of Employees in Green Job Satisfaction Dimension at Public Institutions in Malaysia

No	Dimensions Green Job Reward Item Statements	% of Agreement												
		Central Zone			Southern Zone			Northern Zone			Eastern Zone			
		A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3
1.	<i>Personal Satisfaction</i>	73	68	65	48	55	56	58	61	56	47	46	45	44
2.	<i>Valuable contribution of employees for success to The organization</i>	71	71	62	45	48	52	56	52	60	47	52	61	55
3.	<i>The knowledge and skill for employee good used of doing the green job</i>	63	45	58	48	46	62	44	45	56	57	52	56	50
4.	<i>Convenience physical work environment for green job</i>	59	52	63	56	54	44	40	45	48	47	51	44	52
5.	<i>Growing and learning new skills opportunities</i>	45	58	54	45	52	50	45	48	46	48	50	51	44
6.	<i>Employee feel satisfied to be part of the organization</i>	52	61	45	43	42	45	54	57	56	45	44	57	60
7.	<i>The high spirit of doing the green job</i>	65	52	42	56	50	57	58	56	55	53	52	51	60
	<b>Average Total Score</b>	<b>61</b>	<b>58</b>	<b>56</b>	<b>49</b>	<b>50</b>	<b>52</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>49</b>	<b>50</b>	<b>52</b>	<b>52</b>

### 6. Green Job Reward

The research findings on dimensions of green job reward that affect the green quality of work life were presented in

Table 6. In terms of green job reward, in the central zone, Shah Alam recorded an average total score of agreement of 51% while Kuala Lumpur and Putrajaya scored 57% and 62% respectively. In the southern zone, the average total score of agreement are 57%, 50% and

47% for Johor Bahru, Bandar Hilir and Seremban respectively. The northern zone recorded an average total score of agreement of 55%, 49%, 47% and 46% for Ipoh, Georgetown, Alor Setar and Kangar respectively. In the eastern zone, both Kuala Terengganu and Kota Bahru have average total score of 45% and 49% respectively while Kuantan's average total score of agreement is at 52%.

Table 6: The Perception of Employees in Green Job Reward Dimension at Public Institutions in Malaysia

Dimensions		% of Agreement												
Green Job Reward		Central Zone			Southern Zone			Northern Zone			Eastern Zone			
No	Item Statements	A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3
1.	<i>Pay received for green job is appropriate</i>	52	55	61	66	52	53	54	56	52	48	47	52	51
2.	<i>Incentives of doing the green job is reasonable and manageable</i>	49	58	62	48	47	40	56	42	41	43	42	45	53
<b>Average Total Score</b>		<b>51</b>	<b>57</b>	<b>62</b>	<b>57</b>	<b>50</b>	<b>47</b>	<b>55</b>	<b>49</b>	<b>47</b>	<b>46</b>	<b>45</b>	<b>49</b>	<b>52</b>

### 7. Green Management Support

For green management support finding in Table 7, the central zone, Shah Alam recorded an average total score of agreement of 56% while Kuala Lumpur and Putrajaya scored 62% and 52% respectively. In the southern region, the average total score of agreement are 50%, 48% and 47% for Johor Bahru, Bandar Hilir and Seremban

respectively. The northern zone recorded an average total score of agreement of 58%, 53%, 52% and 49% for Ipoh, Georgetown, Alor Setar and Kangar respectively. In the eastern zone, both Kuala Terengganu and Kuantan have similar average total score at 50% while Kota Bahru's average total score of agreement is at 48%.

Table 7: The Perception of Employees in Green Management Support at Public Institutions in Malaysia

Dimensions		% of Agreement												
Green Management Support		Central Zone			Southern Zone			Northern Zone			Eastern Zone			
No	Item Statements	A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3
1.	<i>Expectation from management of doing the job as per expected and in green job effectively</i>	42	54	54	45	56	43	58	47	45	56	55	53	48
2.	<i>Supervisor provides the resources effectively.</i>	48	85	52	47	41	44	57	52	50	43	42	45	47
3.	<i>Supervisor gives the individual help and support</i>	68	64	51	52	51	50	57	58	56	47	48	43	42
4.	<i>Opportunities to grow in organization in the way of learning and green skills</i>	50	52	56	48	46	52	54	47	56	52	58	52	47
5.	<i>The team spirit of the group work in green work</i>	73	54	48	56	45	48	66	62	52	45	48	58	54
<b>Average Total Score</b>		<b>56</b>	<b>62</b>	<b>52</b>	<b>50</b>	<b>48</b>	<b>47</b>	<b>58</b>	<b>53</b>	<b>52</b>	<b>49</b>	<b>50</b>	<b>50</b>	<b>48</b>

### 8. Green Social Relationship

In terms of Green Social Relationship findings in Table 8, the central region, Shah Alam recorded an average total score of agreement of 56% while Kuala Lumpur and Putrajaya scored 52% and 49% respectively. In the southern region, the average total score of agreement are 48%, 49% and 42% for Johor Bahru, Bandar Hilir and

Seremban respectively. The northern zone recorded an average total score of agreement of 48%, 54%, 57% and 56% for Ipoh, Georgetown, Alor Setar and Kangar respectively. In the eastern zone, both Kuala Terengganu and Kota Bahru have average total score of 52% and 49% respectively while Kuantan's average total score of agreement is at 53%.

Table 8: The Perception of Employees in Green Social Relationship at Public Institutions in Malaysia

Dimensions		% of Agreement												
Green Social Relationship		Central Zone			Southern Zone			Northern Zone				Eastern Zone		
No	Item Statements	A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3
1.	<i>The information from management on latest green news affect the interest of employees at work</i>	70	45	48	45	52	56	58	59	60	52	56	53	48
2.	<i>The employees can speak up and voice out their opinions frankly and openly without fear of punishment and warnings of management</i>	58	62	45	45	48	46	47	60	62	52	44	45	60
3.	<i>Grievances and personal problem related with work are expected to be resolve by management</i>	54	52	42	56	55	2	47	48	50	56	66	50	48
4.	<i>Feel of optimistic of organization future in terms of management support and help in green work</i>	44	62	41	48	45	56	45	47	66	60	51	56	57
5.	<i>Proud to be a part of this organization</i>	61	42	58	48	47	46	42	63	55	57	41	40	56
6.	<i>The spirit on the green job is high.</i>	51	48	61	47	48	46	47	48	47	60	51	47	48
<b>Average Total Score</b>		<b>56</b>	<b>52</b>	<b>49</b>	<b>48</b>	<b>49</b>	<b>42</b>	<b>48</b>	<b>54</b>	<b>57</b>	<b>56</b>	<b>52</b>	<b>49</b>	<b>53</b>

### 9. Green Training and Development

For training and development finding in Table 9, the central region, Shah Alam recorded an average total score of agreement of 58% while Kuala Lumpur and Putrajaya scored 56% and 50% respectively. In the southern region, the average total score of agreement are 51%, 53% and 52% for Johor Bahru, Bandar Hilir and Seremban

respectively. The northern zone recorded an average total score of agreement are similar for Ipoh and Georgetown at 55% while Alor Setar and Kangar both scored 53%. In the eastern zone, both Kuala Terengganu and Kuantan have average total score of 55% while Kota Bahru's average total score of agreement is at 52%.

Table 9: The Perception of Employees in Training and Development at Public Institutions in Malaysia

Dimensions		% of Agreement												
Green Training & Development		Central Zone			Southern Zone			Northern Zone				Eastern Zone		
No	Item Statements	A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3
1.	<i>Emphasizing of long-term development for employees on green training plans.</i>	43	53	55	47	48	52	57	57	44	48	51	49	54
2.	<i>The evaluation of employees frequently being conducted on green training program</i>	63	46	44	47	53	62	70	59	63	64	48	50	49
3.	<i>Developing and tracing the green training planning for the employees</i>	53	63	65	45	46	48	63	61	50	59	65	73	47
4.	<i>Maintain an adequate budget of the green training for employees in the organization</i>	46	63	55	45	62	45	60	50	58	49	61	48	49
5.	<i>The activities of the green training for employees are conducted comprehensively</i>	63	53	37	47	45	56	50	49	50	48	69	54	65

6.	Activities of green training requires extensive investment in terms of money and time.	54	52	45	58	47	62	65	48	51	49	55	58	60
7.	Activities of green training are conducted continuously	55	48	58	52	54	41	42	59	48	51	50	55	54
8.	Incentive of the green employee development as an encouragement for employees to perform better and committed	48	62	44	56	56	47	58	63	63	48	51	61	48
9.	Green training offered to employees as an opportunity for career development	57	61	46	52	56	48	48	50	59	43	45	49	60
10.	Green behavioral training help in teaching an employee about corporate culture and the value of organization	69	53	55	66	58	58	49	59	48	43	59	52	55
11.	Green training can help on improvement of performance	63	56	59	45	56	48	51	53	49	56	50	58	47
12.	Proper training can be conducted with the new piece of equipment to employees	63	66	37	48	56	48	48	50	49	63	67	65	46
13.	Encouragement to develop the skills in green management are strongly supported.	67	53	48	60	62	46	47	49	55	63	54	43	44
14.	Availability of comprehensive green training policies and programs are always reliable for employees.	63	46	50	44	45	60	54	63	50	62	51	57	47
<b>Average Total Score</b>		<b>58</b>	<b>56</b>	<b>50</b>	<b>51</b>	<b>53</b>	<b>52</b>	<b>55</b>	<b>55</b>	<b>53</b>	<b>53</b>	<b>55</b>	<b>55</b>	<b>52</b>

### 10. Green Team Based Practices

In terms of green team based practices finding in Table 8, the central region, Shah Alam recorded an average total score of agreement of 58% while Kuala Lumpur and Putrajaya scored 55% and 61% respectively. In the southern region, the average total score of agreement are 54%, 50% and 52% for Johor Bahru, Bandar Hilir and Seremban respectively. The northern zone recorded an

average total score of agreement of 49%, 50%, 52% and 53% for Ipoh, Georgetown, Alor Setar and Kangar respectively. In the eastern zone, both Kuala Terengganu and Kota Bharu have similar average total score at 52% while Kuantan average total score of agreement is at 51%.

Table 8: The Perception of Employees in Green Team-Based Practices at Public Institutions in Malaysia

No	Dimensions Green Team Based Practices Item Statements	% of Agreement												
		Central Zone			Southern Zone			Northern Zone		Eastern Zone				
		A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3
1.	Ability to arouse enthusiasm and to build optimism in green working practices.	49	58	56	65	52	41	47	49	52	54	53	52	49
2.	Ability to create green group synergy.	54	56	74	54	48	49	46	52	57	56	47	45	60
3.	Ability to build green team bonds.	58	72	58	47	48	46	57	58	49	58	55	56	47
4.	Ability to express green team working encouragement.	61	45	65	58	59	62	51	45	46	49	50	63	51
5.	Ability to provide green task motivation.	48	56	71	58	49	56	47	46	43	52	62	55	48
6.	Ability to be persuasive in green work.	65	50	71	48	47	56	41	52	55	56	54	47	50

7.	Ability to be a change catalyst in green working environment.	70	45	48	54	48	49	56	52	41	46	45	49	55
8.	Helps employees to make working on their green tasks more pleasant.	44	43	52	54	58	56	41	52	65	41	52	62	52
9.	Way to treats green team members as equals.	51	55	58	54	56	52	46	48	49	64	62	46	55
10.	Ability to explain the way how the green tasks should be carried out.	53	50	62	55	46	47	62	47	66	52	45	47	50
11.	Ability to decide what and how things shall be done in green management.	58	55	66	45	46	47	45	56	54	62	50	54	50
12.	Focus to maintain definite standards of green work performance.	46	53	68	47	46	48	46	47	56	62	48	55	47
13.	Skill to demonstrate good communication skills.	87	51	69	48	46	43	47	45	46	47	46	47	46
14.	Potential to demonstrate positive leadership qualities in green management.	45	54	45	60	45	62	47	49	45	52	65	41	50
15.	Ability to develop practical and realistic programs in green management.	71	62	55	54	56	56	47	48	49	44	50	56	58
16.	Ability to analyze problems in green management and arrive at appropriate solutions.	62	66	54	54	56	52	56	48	47	49	56	47	55
17.	Show enthusiastic and motivated in performing duties in green management.	63	63	58	58	45	56	47	58	59	62	45	47	66
<b>Average Total Score</b>		<b>58</b>	<b>55</b>	<b>61</b>	<b>54</b>	<b>50</b>	<b>52</b>	<b>49</b>	<b>50</b>	<b>52</b>	<b>53</b>	<b>52</b>	<b>51</b>	<b>52</b>

The summary of findings of six dimensions of green quality of work life as per shown in Table 9.

Table 9: Summary of Findings of all Dimensions of Green Quality of Work Life

Green Quality of Working Life Dimensions		Average Total Score (%)													TOTAL
		Central Zone			Southern Zone			Northern Zone			Eastern Zone				
No	Item Statements	A1	A2	A3	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	
1.	Job Satisfaction	61	57	55	48	49	51	50	51	53	48	49	51	51	52
2.	Salary	51	57	62	57	50	47	55	49	47	46	45	49	52	51
3.	Green Management Support	56	62	52	50	48	47	58	53	52	49	50	50	48	52
4.	Green Social Relationship	56	52	49	48	49	42	48	54	57	56	52	49	53	51
5.	Green Training & Development	58	56	50	51	53	52	55	55	53	53	55	55	52	54
6.	Green Team-Based Practices	58	55	61	54	50	52	49	50	52	53	52	51	52	53

## 11. Recommendation

Based on the findings of the study, recommendations are needed to enhance the practice and efforts towards building a more effective Green Quality of Working Life according to the following study dimensions:

**Green Job satisfaction** - Based on the study's findings of an average total score of 61 percent, it is recommended

that employees should strive to improve their self-esteem and value their contribution towards organizational success. Management should ensure that the work environment has a positive impact on the physical and mental wellbeing of the employees in a conducive working environment. In addition, opportunities for employees to grow with work skills in the field of green

management need to be emphasized. Workers, on the other hand, need to be positive in order to satisfy their job satisfaction and to harness the benefits of their well-being at work.

**Green Job Reward** – based on the study’s findings of an average total score of 51 percent, it is suggested that with this modest level of employee perceptions of job reward demands attention should be given to the aspect of pay and incentives must be in line with the work requirements.

**Green management support** - based on the study’s findings of an average total score of 56 percent, there is an imperative for management to see that support for the workforce is important by looking at and reporting on the employee's work ethic, providing the necessary resources for the job, providing moral support and opportunities for the employee to grow and progress in the job. In addition, the working group also needs management support.

**Green Social Relationship** – based on the study’s findings of an average total score of 56 percent, it is a must for management and employees to build a strong social group at work through effective communication and information without prejudice and prejudice. In addition to build up the harmonious at the work place, the aspects of grieving and dissatisfaction must be well managed like a family. The harmony between management and employees will create good social relations and make employees feel proud of their organization.

**Green Training and Development** – based on the study’s findings of an average score of 58 percent, management needs to improve long-term employee development by looking at a holistic workforce assessment. Intensive training programs are necessary for the green management program and various initiatives undertaken to ensure that the skills, expertise, strengths and knowledge of the workforce are able to provide the workers with personal development and a progressive future.

**Green Team Based Practices** –based on the study’s findings of an average of 58 percent, the aspects of the work group need to be addressed by management should be focused on the work attitudes and behaviours such as developing optimistic attitudes, work relationships, performance, leadership, appreciation of the team work and the effort to make the team work a success will be part and parcel on team evaluation in making group assignments successful.

The conclusion of the study shows that the dimensions of the study should be emphasized to ensure that the efforts and initiatives undertaken for the Green Quality of working life approach are a fruitful endeavor in building a harmonious, happiness and healthiest work especially for the organizations involved in the study.

#### Acknowledgments

We would like to express the deepest appreciation to Ministry of Higher Education (MOHE) Malaysia for funding this research under FRGS Grant project code

201601339FRGS entitled "Developing the Rating System Model for Assessing the Green Environmental Management for Malaysian Public Organizations" for the support and cooperation given upon completion of this research.

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