EMPLOYEES’ ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARD THE ENVIRONMENT:
A CONDITIONAL MEDIATION MODEL

JU SOON YEW @ YEW SOON YU

DOCTOR OF PHILOSOPHY

UNIVERSITI MALAYSIA PAHANG
SUPERVISOR’S DECLARATION

I hereby declare that I have checked this thesis, and, in my opinion, this thesis is adequate in terms of scope and quality for the award of the degree of Doctor of Philosophy.

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(Supervisor’s Signature)

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Date :
STUDENT’S DECLARATION

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.

________________________________________

(Student’s Signature)

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Date : 


EMPLOYEES’ ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARD THE ENVIRONMENT: A CONDITIONAL MEDIATION MODEL

JU SOON YEW @ YEW SOON YU

Thesis submitted in fulfillment of the requirements for the award of the degree of Doctor of Philosophy

Faculty of Industrial Management
UNIVERSITI MALAYSIA PAHANG

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ACKNOWLEDGEMENTS

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ABSTRAK

Satu cabang pengetahuan yang baru telah mengakui bahawa terdapat perkaitan antara amalan pengurusan alam sekitar organisasi dan tingkahlaku kewarganegaraan organisasi pekerja terhadap alam sekitar mereka. Meskipun begitu, terdapat kekurangan pengetahuan tentang mekanisme moderasi dan mediasi yang merangsang perhubungan ini. Berdasarkan teori pertukaran sosial dan teori impak pertukaran sosial, kajian ini meneroka samada komitmen secara afektif terhadap alam sekitar mempunyai pengaruh secara tidak langsung pada perhubungan yang wujud antara amalan pengurusan alam sekitar organisasi dan tingkahlaku kewarganegaraan organisasi pekerja terhadap alam sekitar, dan mengkaji juga sama ada hubungan secara tidak langsung ini dipengaruhi menerusi moderasi gaya kepimpinan terhadap alam sekitar. Model kajian ini juga diperiksa dengan menggunakan maklumat yang diperolehi daripada 244 orang pekerja di pihak berkuasa tempatan di Semenanjung Malaysia. Para responden melengkapkan borang soal selidik yang mengukur persepsi mereka terhadap amalan pengurusan alam sekitar organisasi, komitmen secara afektif terhadap alam sekitar, gaya kepimpinan terhadap alam sekitar dan tingkahlaku kewarganegaraan organisasi pekerja terhadap alam sekitar. Selepas mengawal pemboleh ubah demografik seperti jantina, umur dan tempoh perkhidmatan serta bias keinginan sosial, amalan pengurusan alam sekitar organisasi mempunyai perkaitan yang positif dengan tingkahlaku kewarganegaraan organisasi pekerja terhadap alam sekitar. Analisis yang dilakukan pada pengaruh secara tidak langsung mendedahkan bahawa komitmen secara afektif terhadap alam sekitar menjadi mediasi dalam perhubungan amalan pengurusan alam sekitar organisasi dan tingkahlaku kewarganegaraan organisasi pekerja terhadap alam sekitar. Bahagian teknik signifikan Johnson-Neyman menunjukkan bahawa perhubungan antara amalan pengurusan alam sekitar organisasi dan komitmen secara afektif terhadap alam sekitar adalah signifikan apabila gaya kepimpinan terhadap alam sekitar adalah melebihi 0.578 pada kadar positif sisihan piawai dari min dan di bawah -1.253 pada kadar negatif sisihan piawai dari min. Ujian pada pengaruh tidak langsung bersandar ini membuktikan bahawa pengaruh secara tidak langsung ini adalah lebih kuat bagi pekerja yang mempunyai kumpulan gaya kepimpinan terhadap alam sekitar yang tinggi. Hasil daripada kajian ini menekankan kepentingan mengenal pasti mekanisme yang menjadi moderasi bagi pengaruh secara tidak langsung ini dalam perhubungan yang wujud antara amalan pengurusan alam sekitar organisasi dan tingkahlaku kewarganegaraan organisasi pekerja terhadap alam sekitar.
ABSTRACT

An emergent body of knowledge has acknowledged that organizational environmental management practices are associated with employees’ organizational citizenship behaviour toward the environment. Nonetheless, barely is known about the moderating and mediating mechanisms that triggering this relationship. Based on social exchange theory and an affect theory of social exchange, the study explored whether affective commitment towards environment function as an indirect effect of the relationship between organizational environmental management practices and employees’ organizational citizenship behaviour toward the environment, and further explore whether this indirect effect is moderated by environmental leadership. This research model was examined using information gathered from 244 local authority's employees from Peninsular Malaysia. Respondents accomplished questionnaires measuring their perceptions of organizational environmental management practices, affective commitment towards environment, environmental leadership, and employees’ organizational citizenship behaviour toward the environment. After controlling for demographic variables (gender, age, and tenure) and social desirability bias, organizational environmental management practices was positively correlated with employees’ organizational citizenship behaviour toward the environment. Indirect effect analysis revealed that affective commitment towards environment mediated the relationship between organizational environmental management practices and employees’ organizational citizenship behaviour toward the environment. The Johnson-Neyman regions of significance technique indicated that the relationship between organizational environmental management practices and affective commitment towards environment was significant when environmental leadership was above 0.578 plus one standard deviation from mean and below -1.253 minus one standard from mean. Tests of conditional indirect effect extended that the indirect effect path was stronger for employees with high environmental leadership group. Results of this study underline the importance of pinpointing the mechanisms that moderate the indirect effect paths between organizational environmental management practices and employees’ organizational citizenship behaviour toward the environment.
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<td>3R</td>
<td>Reuse, Recycle and Reduce</td>
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<td>ACE</td>
<td>Affective Commitment towards Environment</td>
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<td>AMOS</td>
<td>Analysis of a Moment Structures</td>
</tr>
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<td>APA</td>
<td>American Psychological Association</td>
</tr>
<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nation</td>
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<tr>
<td>AVE</td>
<td>Average Variance Explained</td>
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<td>AVE-SV</td>
<td>Average Variance Extracted to Shared Variance Method</td>
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<td>BIDR</td>
<td>Balanced Inventory of Desirable Responding</td>
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<td>CA</td>
<td>Cronbach’s Alpha</td>
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<tr>
<td>CAIT</td>
<td>Climate Analysis Indicators Tool</td>
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<td>CB-SEM</td>
<td>Covariance-Based Structural Equation Modelling</td>
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<td>CCP</td>
<td>Cities for Climate Protection</td>
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<tr>
<td>CCPC</td>
<td>The Cities for Climate Protection Campaign</td>
</tr>
<tr>
<td>CFA</td>
<td>Confirmatory Factor Analysis</td>
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<tr>
<td>CIs</td>
<td>Confidence Intervals</td>
</tr>
<tr>
<td>CMB</td>
<td>Common Method Bias</td>
</tr>
<tr>
<td>CMV</td>
<td>Common Method Variance</td>
</tr>
<tr>
<td>CO₂</td>
<td>Carbon Dioxide</td>
</tr>
<tr>
<td>COP15</td>
<td>15th Conference of the Parties</td>
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<td>COP21</td>
<td>The 2015 United Nations Climate Change Conference</td>
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<tr>
<td>CR</td>
<td>Composite Reliability</td>
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<tr>
<td>CSI</td>
<td>City Sustainability Index</td>
</tr>
<tr>
<td>DBKL</td>
<td>Dewan Bandaraya Kuala Lumpur</td>
</tr>
<tr>
<td>DPA</td>
<td>Diploma in Public Administration</td>
</tr>
<tr>
<td>EFA</td>
<td>Exploratory Factor Analysis</td>
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<td>EGB</td>
<td>Employees’ Green Behaviour</td>
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<tr>
<td>EL</td>
<td>Environmental Leadership</td>
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<tr>
<td>EM</td>
<td>Expected Maximization</td>
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<tr>
<td>EMAS</td>
<td>Executive Master of Administrative Science</td>
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<td>EMP</td>
<td>Environmental Management Practices</td>
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<tr>
<td>EMS</td>
<td>Environmental Management Success</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>EPSEM</td>
<td>Equal Probability of Selection Method</td>
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<td>EPU</td>
<td>Economic Planning Unit</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GHG</td>
<td>Green House Gasses</td>
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<td>GoF</td>
<td>Goodness of Fit</td>
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<td>Gt</td>
<td>Gigatonne</td>
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<td>HPWS</td>
<td>High Performance Work System</td>
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<td>HRD</td>
<td>Human Resource Department</td>
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<tr>
<td>HTMT</td>
<td>Heterotrait-Monotrait Ratio</td>
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<tr>
<td>ICLEI</td>
<td>The International Council for Local Environmental Initiatives</td>
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<td>IEA</td>
<td>International Energy Agency</td>
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<tr>
<td>IPCC</td>
<td>Intergovernmental Panel on Climate Change</td>
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<td>JIBS</td>
<td>Journal of International Business Studies</td>
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<tr>
<td>J-N</td>
<td>Johnson-Neyman</td>
</tr>
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<td>JPSPN</td>
<td>National Solid Waste Management Department</td>
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<tr>
<td>k²</td>
<td>Kappa-Squared</td>
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<tr>
<td>LA21</td>
<td>Local Agenda 21</td>
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<tr>
<td>LISREL</td>
<td>Linear Structural Relations</td>
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<td>LLCI</td>
<td>Lower Bound Confidence Intervals</td>
</tr>
<tr>
<td>LMX</td>
<td>Leader-Member Exchange</td>
</tr>
<tr>
<td>MBI</td>
<td>Majlis Bandaraya Ipoh</td>
</tr>
<tr>
<td>MBJB</td>
<td>Johor Bahru City Council</td>
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<tr>
<td>MBKT</td>
<td>Majlis Bandaraya Kuala Terengganu</td>
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<td>MBPJ</td>
<td>Majlis Bandaraya Petaling Jaya</td>
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<tr>
<td>MBPP</td>
<td>Majlis Bandaraya Pulau Pinang</td>
</tr>
<tr>
<td>MCAR</td>
<td>Missing Completely at Random</td>
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<tr>
<td>MCMC</td>
<td>Malaysian Communication and Multimedia Commission</td>
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<td>MCSDS</td>
<td>Marlowe-Crowne Social Desirability Scale</td>
</tr>
<tr>
<td>MDP</td>
<td>Pontian District Council</td>
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<td>MGA</td>
<td>Multi-Group Analysis</td>
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<tr>
<td>MI</td>
<td>Multiple Imputation</td>
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<td>MICOM</td>
<td>Measurement Invariance of Composite Models</td>
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<td>ML</td>
<td>Maximum Likelihood</td>
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</table>
ML-CFA  Maximum Likelihood - Confirmatory Factor Analysis
MLMV  Measured Latent Marker Variable
MMR  Moderated Multiple Regression
MPI  Ipoh Municipal Council
MPJBT  Johor Bahru Tengah Municipal Council
MPK  Kulai Municipal Council
MPMT  Majlis Perbandaran Masjid Tanah
MPPG  Pasir Gudang Local Authority
MPSP  Seberang Perai Municipal Council
MSW  Municipal Solid Waste
MTES  Motivation Toward the Environment Scale
MTMM  Multitrait-Multimethod
MV  Marker Variable
MVA  Missing Values Analysis
MVN  Multivariate Normality
MWI  Malaysian Well-Being Index
Nahrim  National Hydraulic Research Institute of Malaysia
NAM  Norm Activation Model
NHST  Null Hypothesis Significance Testing
OCB  Organizational Citizenship Behaviour
OCBE  Organizational Citizenship Behaviour toward the Environment
OECD  Organization Economic Corporation and Development
OLS  Ordinary Least Squares
PAF  Principal Axis Factor
PBT  Pihak Berkuasa Tempatan
PCA  Principal Component Analysis
PEB  Pro-Environmental Behaviour
PGC2025  Putrajaya Green City 2025
PLS  Partial Least Squares
PLS-SEM  Partial Least Squares - Structural Equation Modelling
PMT  Protection Motivation Theory
PPM  Parts Per Million
PTD  Pegawai Tadbir dan Diplomatik
<table>
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<th>Full Form</th>
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<tr>
<td>PTN</td>
<td>Pegawai Tadbir Negeri</td>
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<tr>
<td>R&amp;D</td>
<td>Research and Development</td>
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<td>RMM</td>
<td>Rational-Man Model</td>
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<td>SDB</td>
<td>Social Desirability Bias</td>
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<td>SDR</td>
<td>Socially Desirable Responding</td>
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<td>SDS-17</td>
<td>The Social Desirability Scale-17</td>
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<td>SDT</td>
<td>Self Determination Theory</td>
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<td>SEA</td>
<td>Southeast Asia</td>
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<td>Structural Equation Modelling</td>
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<td>SET</td>
<td>Social Exchange Theory</td>
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<td>S-O-R</td>
<td>Stimulus-Organism-Response</td>
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<td>SPSS</td>
<td>Statistical Package for Social Science</td>
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<td>SRB</td>
<td>Self-Report Bias</td>
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<tr>
<td>SWCorp</td>
<td>Solid Waste and Public Cleansing Management Corporation</td>
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<td>SWM</td>
<td>Solid Waste Management</td>
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<tr>
<td>TPB</td>
<td>Theory of Planned Behaviour</td>
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<td>TRA</td>
<td>Theory of Reasoned Action</td>
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<td>UiTM</td>
<td>Universiti Teknologi MARA</td>
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<td>ULCI</td>
<td>Upper Bound Confidence Intervals</td>
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<td>ULMC</td>
<td>Unmeasured Latent Method Construct</td>
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<td>UMP</td>
<td>Universiti Malaysia Pahang</td>
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<td>UNCED</td>
<td>United Nations Conference on Environment and Development</td>
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<td>UNFCCC</td>
<td>United Nations Framework Convention on Climate Change</td>
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<td>UNPD</td>
<td>United Nations Population Division</td>
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<td>USA</td>
<td>United States of America</td>
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<td>VBN</td>
<td>Value Belief Norm</td>
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<tr>
<td>VB-SEM</td>
<td>Variance Based Structural Equation Modelling</td>
</tr>
<tr>
<td>VIF</td>
<td>Variance Inflation Factors</td>
</tr>
<tr>
<td>VPBE</td>
<td>Voluntary Pro-Environmental Behaviour of Employees</td>
</tr>
<tr>
<td>WCED</td>
<td>World Commission on Environment and Development</td>
</tr>
<tr>
<td>WEEE</td>
<td>Waste Electrical and Electronic Equipment</td>
</tr>
<tr>
<td>WEFE</td>
<td>Workplace Environmentally Friendly Behaviour of Employees</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
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