

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

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DOCTOR OF PHILOSOPHY

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## **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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## **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.

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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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## LIST OF ABBREVIATIONS

3R	Reuse, Recycle and Reduce
ACE	Affective Commitment towards Environment
AMOS	Analysis of a Moment Structures
APA	American Psychological Association
ASEAN	Association of Southeast Asian Nation
AVE	Average Variance Explained
AVE-SV	Average Variance Extracted to Shared Variance Method
BIDR	Balanced Inventory of Desirable Responding
CA	Cronbach's Alpha
CAIT	Climate Analysis Indicators Tool
CB-SEM	Covariance-Based Structural Equation Modelling
CCP	Cities for Climate Protection
CCPC	The Cities for Climate Protection Campaign
CFA	Confirmatory Factor Analysis
CIs	Confidence Intervals
CMB	Common Method Bias
CMV	Common Method Variance
CO <sub>2</sub>	Carbon Dioxide
COP15	15th Conference of the Parties
COP21	The 2015 United Nations Climate Change Conference
CR	Composite Reliability
CSI	City Sustainability Index
DBKL	Dewan Bandaraya Kuala Lumpur
DPA	Diploma in Public Administration
EFA	Exploratory Factor Analysis
EGB	Employees' Green Behaviour
EL	Environmental Leadership
EM	Expected Maximization
EMAS	Executive Master of Administrative Science
EMP	Environmental Management Practices
EMS	Environmental Management Success

EPSEM	Equal Probability of Selection Method
EPU	Economic Planning Unit
GDP	Gross Domestic Product
GHG	Green House Gasses
GoF	Goodness of Fit
Gt	Gigatonne
HPWS	High Performance Work System
HRD	Human Resource Department
HTMT	Heterotrait-Monotrait Ratio
ICLEI	The International Council for Local Environmental Initiatives
IEA	International Energy Agency
IPCC	Intergovernmental Panel on Climate Change
JIBS	Journal of International Business Studies
J-N	Johnson-Neyman
JSPN	National Solid Waste Management Department
$k^2$	Kappa-Squared
LA21	Local Agenda 21
LISREL	Linear Structural Relations
LLCI	Lower Bound Confidence Intervals
LMX	Leader-Member Exchange
MBI	Majlis Bandaraya Ipoh
MBJB	Johor Bahru City Council
MBKT	Majlis Bandaraya Kuala Terengganu
MBPJ	Majlis Bandaraya Petaling Jaya
MBPP	Majlis Bandaraya Pulau Pinang
MCAR	Missing Completely at Random
MCMC	Malaysian Communication and Multimedia Commission
MCSDS	Marlowe-Crowne Social Desirability Scale
MDP	Pontian District Council
MGA	Multi-Group Analysis
MI	Multiple Imputation
MICOM	Measurement Invariance of Composite Models
ML	Maximum Likelihood



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

PTN	Pegawai Tadbir Negeri
R&D	Research and Development
RMM	Rational-Man Model
SDB	Social Desirability Bias
SDR	Socially Desirable Responding
SDS-17	The Social Desirability Scale-17
SDT	Self Determination Theory
SEA	Southeast Asia
SEM	Structural Equation Modelling
SET	Social Exchange Theory
S-O-R	Stimulus-Organism-Response
SPSS	Statistical Package for Social Science
SRB	Self-Report Bias
SWCorp	Solid Waste and Public Cleansing Management Corporation
SWM	Solid Waste Management
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action
UiTM	Universiti Teknologi MARA
ULCI	Upper Bound Confidence Intervals
ULMC	Unmeasured Latent Method Construct
UMP	Universiti Malaysia Pahang
UNCED	United Nations Conference on Environment and Development
UNFCCC	United Nations Framework Convention on Climate Change
UNPD	United Nations Population Division
USA	United States of America
VBN	Value Belief Norm
VB-SEM	Variance Based Structural Equation Modelling
VIF	Variance Inflation Factors
VPBE	Voluntary Pro-Environmental Behaviour of Employees
WCED	World Commission on Environment and Development
WEEE	Waste Electrical and Electronic Equipment
WEFE	Workplace Environmentally Friendly Behaviour of Employees
WHO	World Health Organization

WRI

World Resources Institute

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