

THE FUNCTION OF TRAINING AND DEVELOPMENT TO IMPLEMENT
THE GREEN HUMAN RESOURCES MANAGEMENT (GHRM)

ROBIAHTUL ADAWIAH BINTI ABDUL MAJID

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

APPROVAL

“I/ We admit was read this report and on my view this report is sufficient from scope and quality
for purpose the certificate Bachelor of Technopreneurship”

Signature :
Supervisor's Name : EN. MUKHIFFUN BIN MUKAPIT
Date :

Signature :
Panels' Name : DR HASLINDA BINTI MUSA
Date :

THE FUNCTION OF TRAINING AND DEVELOPMENT TO IMPLEMENT THE
HUMAN RESOURCES MANAGEMENT (GHRM)

ROBIAHTUL ADAIAH BITI ABDUL MAJID

This report submitted in partial fulfillment of the requirements for the
Bachelor Degree of Technopreneurship

Faculty of Technology Management and Technopreneurship
Universiti Teknikal Malaysia Melaka

JUNE 2016

DECLARATION OF WORK

I, Robiahtul Adawiah binti Abdul Majid (I/C Number: 921011-02-5008)

“I hereby declare that the work of this exercise is mine except for the quotations and summaries that have been duly acknowledged.”

Signature :

Name :

Date :

DEDICATION

All the praise to Amighty Allah, for bestowing me with the courage, knowledge, health and wisdom to carry out this research.

To:

Abdul Majid bin Saleh & Puan Raha binti Saleh

For a debt i can never repay

ACKNOWLEDGEMENT

Bismillahirrahmanirrahim,

Firstly, i would like to express my deepest thanks to Encik Mukhiffun Bin Mukapit, a lecturer at Universiti Teknikal Malaysia Melaka and also assign as my supervisor who had guided be a lot of task during one semesters session 2015/2016.

Last but not least, my thanks to my panel, Dr. Haslinda Binti Musa Ismail for great commitment and cooperation in fulfil this research.

Also thanks to all my friends, classmate and everyone, that have been contributed by supporting my work and help myself during this research progress till it is fully completed.

ABSTRACT

Green Human Resources Management (GHRM) is the factor in gearing the company to become environmental management. Nowadays to become as an environmental management is important because today many environmental problem was defined. Then, the main factor for this problem defined is from the industry field. The GHRM is the one way that can reduce the environmental problem in industry. Therefore to implement this GHRM, the function and development was evaluated which is one of the main process of Human Resources Management. This research claimed to identify the significant the function of training and development to implement the Green Human Resources Management. The independent variable is the function of training and development that is employee knowledge, employee skills and employee attitude while the dependent variable is GHRM. This research was distributed in Sony ECMS, Penang. Quantitative approach is adopted for this research and a sample of 100 respondents is collected through questionnaires method. The Statistical Package for Social Science (SPSS) is the tools that used to analyze the data. The result shows in this research is the function of training and development that more effectiveness to implement the GHRM is employee skills.

Keyword : Function training and development, Green Human Resources Management (GHRM), employee knowledge, employee skills, employee attitude, employee performance

ABSTRAK

Pengurusan Sumber Manusia Hijau (GHRM) adalah faktor dalam memastikan syarikat menjadi pengurusan alam sekitar. Saat ini untuk menjadi salah satu daripada pengurusan alam sekitar adalah penting kerana hari ini banyak masalah alam sekitar telah ditakrifkan..Kemudian, faktor utama bagi masalah ini ditakrifkan adalah dalam bidang industri. GHRM adala merupakan salah satu daripada penyumbang kepada kurangnya masalah pencemaran dalam industri.Oleh itu untuk melaksanakan Pengurusan Sumber Manusia Green (GHRM), fungsi dan pembangunan telah dinilai yang merupakan salah satu proses utama kajian Pengurusan Sumber Manusia. Ini adalah untuk mengenal pasti fungsi yang ketara dalam latihan dan pembangunan untuk melaksanakan Pengurusan Sumber Manusia Hijau(GHRM). Pembolehubah bergerak balas ialah fungsi latihan dan pembangunan seperti pengetahuan pekerja, kemahiran pekerja dan sikap pekerja manakala pembolehubah tetap adalah Pengurusan Sumber Manusia Hijau(GHRM). Kajian ini telah diedarkan di Sony ECMS, Pulau Pinang. Pendekatan kuantitatif telah diguna pakai dalam kajian ini dan 100 sampel responden dikumpulkan melalui kaedah soal selidik. Pakej Statistik Untuk Sains Sosial (SPSS) menjadi peralatan yang digunakan untuk menganalisis data. Hasil kajian menunjukkan dalam kajian ini fungsi latihan dan pembangunan yang lebih berkesan untuk melaksanakan GHRM adalah kemahiran pekerja.

Kata kunci: Fungsi latihan dan pembangunan, Pengurusan Sumber Manusia Hijau(GHRM), pengetahuan pekerja, kemahiran pekerja, sikap pekerja, prestasi pekerja

TABLE OF CONTENT

CHAPTER	CONTENT	PAGE NUMBER
	DECLARATION OF WORK	i
	DEDICATION	ii
	ACKNOWLEDGEMENT	iii
	ABSTRACT	iv
	<i>ABSTRAK</i>	v
	TABLE OF CONTENT	vi-viii
	LIST OF TABLE	ix
	LIST OF FIGURE	x
CHAPTER 1	INTRODUCTION	
	1.1 Background of Study	1-3
	1.2 Problem Statement	4
	1.3 Research Questions	4
	1.4 Research Objectives	4-5
	1.5 Scope and Limitation of Research	5
CHAPTER 2	LITERATURE REVIEW	
	2.1 Concept Human Resources Management	6
	2.2 Green Human Resources Management	7-8
	2.3 Training and development	8-9

2.3.1	Functions Training	9-10
2.3.2	Employee Knowledge	10-13
2.3.3	Employee Skills	13-14
2.3.4	Employee Attitudes	15-17
2.4	Development	17-19
2.5	GHRM Performance	19
2.6	Conceptual Model	20-22
2.7	Hyphothesis	22-23

CHAPTER 3 RESEARCH METHODOLOGY

3.1	Introduction	24-25
3.2	Research Design Method	25
3.3	Nature of Research Design	25-26
3.3.1	Descriptive Studies	26
3.4	Research Strategy	26
3.4.1	Case Study	26-27
3.5	Time Horizon	27
3.5.1	Cross-sectional research	27
3.6	Research Sampling	28
3.6.1	Population and sampling	28
3.7	Data Collection	29
3.7.1	Primary Data	29
3.7.2	Secondary Data	29-30
3.8	Data Analysis Technique	30-31
3.8.1	Realibility Data	32
3.9	Summary	33

CHAPTER 4 ANALYSIS DATA

4.1	Introduction	34
4.2	Demographic and Frequency Analysis	35
4.2.1	Profile Respondent	35
4.2.1.1	Gender	35-36
4.2.1.2	Ages	36
4.2.1.3	Races	37
4.2.1.4	Education Levels	38
4.2.1.5	Period of Works	39
4.3	Test Validity	40-41
4.4	Reliability Test	41-42
4.4.1	Employee Knowledge	43-44
4.4.2	Employee Skills	44
4.4.3	Employee Attitudes	44-45
4.4.4	Green Human Resources Management	45
4.5	Hyphothesis Verification	46-55
4.6	Simple Linear Regression	56-61
4.7	Multiple Linear Regression	61-63
4.8	Summary	63

CHAPTER 5 RESEARCH METHODOLOGY

5.1	Introduction	64
5.2	Discussion of Objectives and Hyphothesis	64-68
5.3	Limitation	69
5.4	Recommendation	69-70
5.5	Conclusion	70

REFERENCES	71-74
-------------------	-------

APPENDIX	75-83
-----------------	-------

List Of Tables

No.	Tables	Titles	Pages
2.	3.1	Reliability Statistics	32
2.	4.1	The gender of respondents	35
3.	4.2	The ages of respondents	36
4.	4.3	The race of respondents	37
5.	4.4	The education level of respondents	38
6.	4.5	The period of works	39
7.	4.6	The result of correlation analysis for all variables.	41
8.	4.7	Reliability Statistics	43
9.	4.8	Identify the function of training for employee knowledge.	46
10.	4.9	Identify the function of training for employee skills.	49
11.	4.10	Identify the function of training for employee attitude.	52
12.	4.11	Multiple linear regression for employee knowledge.	56-57
13.	4.12	Multiple linear regression for employee skills.	58
14.	4.13	Multiple linear regression for employee attitude.	59-60
15.	4.14	Multiple linear regression for employee knowledge, employee skills and employee attitude.	61

List of Figures

No.	Figures	Tittles	Pages
1.	1.1	Conceptual Framework	16
2.	2.1	Theoretical framework of function training and development that can implement the Green Human Resources Management (GHRM).	20

CHAPTER 1

INTRODUCTION

1.0 BACKGROUND OF STUDY

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into three major areas that is staffing, employee compensation and benefits, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. . According to (Andersen, 2011) embedded in this HRM view is the statement that organisations should align their HRM practices towards their strategic goal, and that such practices should develop employee skills, knowledge and motivation such that employees behave in ways considered supportive of a particular strategy.

Twenty-first centuries has been showing the issues an increasing environmental problem that related with business, public or politic. The environmental pollution is including water, air, soil and climate change that form of chemical substances, or energy such as noise, heat or light. The sources of the pollution are from industries, transportation, agricultures activities and etc. from the all of the pollution the industries field shows that there are the major sources of the

pollution especially in fossil fuel. Every day all human are use the fossil fuel that not only when filling a car but the industry are produce such a product as all sort of plastics, solvents, detergent and etc.

When organizational given importance to adoption of environmental practices as a key objective of organizational functioning making it important to identify with the support of human resource management practices (Cherian & Jacob, 2012). So, to reduce this problem many methods are introducing in the industries like introduce recycling, Green Human Resources Management (GHRM), encourage the employee use company transportation and etc. Responsibilities associated with training and development activities, meanwhile, include the determination, design, execution, and analysis of educational programs. The HRM professional should be aware of the fundamentals of learning and motivation, and must carefully design and monitor training and development programs that benefit the overall organization as well as the individual. The importance of this aspect of a business's operation can hardly be overstated.

The term GHRM has become the buzz word within the business field at present and its significance is increasing manifold with the passage of time. This term has also its secured position as a hot topic in recent research works since the awareness on environmental management and sustainable development has been increasingly by day all round the globe. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013). Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economical well-being of both the organization and the employees within a broader prospect.

Green HRM has different definitions for this term such as “Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations

and, more generally promotes the causes of environment sustainability” (Marhatta & Adhikari, 2013). GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013). It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha & Arulrajah, 2014).

Training and development is a practice that focuses on development of employees’ skills, knowledge, and attitudes, prevent deterioration of Environment Management (EM) is related knowledge, skills, and attitudes (Zoogah, 2011). Green training and development educate employees about the value of EM, train them in working methods that conserve energy, reduce waste, diffuse environmental awareness within the organization, and provide opportunity to engage employees in environmental problem-solving (Zoogah, 2011). Green training and development activities make employees aware of different aspects and value of environment management. It helps them to embrace different methods of conservation including waste management within an organization. Further, it sharpens the skill of an employee to deal with different environmental issues. Liebowitz (2010), in his study on the role of HR in achieving a sustainability culture, suggests that the HR Department can offer leadership development workshops to help managers develop their “front wheel” soft, people skills, or behavioral competencies, in teamwork, diversity, managing change, and collaboration. Future research that facilitate green training on one hand and helps organizations on the other to develop eco-friendly managers who without any hesitation can indulge as well as promote sustainability throughout the process would be particularly useful.

1.2 PROBLEM STATEMENT

This study is about the Green Human Resources Management (GHRM). The problem is how the function of training and development can implement Green Human Resources Management. This is because the Green Human Resource Management is still new and just a few company used this method. This method still need more research to attract more company to use this management.

1.3 RESEARCH QUESTION

The purpose of this study is to evaluate the function of training and development to implement GHRM. In evaluate the statement, this study attempts to answer the following questions.

RQ 1: How the function of training and development can implement the Green Human Resource Management (GHRM)?

RQ2: Why the function of training and development can be the factor to implement the Green Human Resource Management (GHRM)?

RQ3: How to ensure the function of training and development can implement the Green Human Resource Management (GHRM)?

1.4 RESEARCH OBJECTIVE

This paper is about providing a definitive response to the call for an establishment of integrated the Green Human Resource Management (GHRM) for the function of training and development for employees and workers. The specific objectives of the study are as follows:

- (1) To identify the function of training and development for employee to implement the Green Human Resource Management (GHRM).
- (2) To examine the relationship between the function of training and development for workers to implement the Green Human Resource Management (GHRM).
- (3) To identify which the function of training and development can implement the Green Human Resource Management (GHRM).

1.5 SCOPE AND LIMITATION OF STUDY

The scope of this study is limited to survey for the Human Resource Management who are the main actor that can evaluate and monitoring how the function of training and development can implement the Green Human Resource Management (GHRM) in the company. This research is limited in Sony ECMS, Penang.

CHAPTER 2

LITERATURE REVIEW

2.1 CONCEPT HUMAN RESOURCES MANAGEMENT.

The formal system that devised about the management for people in an organization is called Human Resources Management. The aim Human Resources Management is to maximize the productivity of an organization by optimizing the effectiveness of its employees. According to (Andersen, 2011) embedded in this HRM view is the statement that organisations should align their HRM practices towards their strategic goal, and that such practices should develop employee skills, knowledge and motivation such that employees behave in ways considered supportive of a particular strategy.

Here we can conclude that the responsibilities of Human Resources Manager was divided by three major that is to acquire, develop and to retain the workers talent. In short, HRM is known as the “process of managing human talents to achieve organization’s objective”. The process of managing human talents is include the process of recruitment and selection, compensation and benefits, labor and industrial relations and also the management of employees safety and health in organizations.

2.2 GREEN HUMAN RESOURCES MANAGEMENT (GHRM).

According to (Marhatta & Adhikari, 2013) “Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability”. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013). It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha & Arulrajah, 2014).

Nowadays, the worlds have a problem with the environmental management that becomes more serious. The government encourages more organization, enterprise and business to find the ways to reduces waste, pollution and environmental harmful. One of the alternatives is being green. As mentioned by (Beard and Rees, 2012), organization needs to train their employees to adopting the management structure and process to produce new ideas, to invent new innovation and also to create the creativity in companies. This new idea is to implement the green human resources management. Example for green human resources management is to use the technology to reduce waste like a paper.

Human Resource Management (HRM) is an important function of management that deals with the most valuable assets of an organization which is human resources. The whole context of HRM is currently being considered in the light of sustainability all over. From the statement, we contend that Green Human Resource Management is the most significant element of sustainability. Green Human Resource Management (GHRM) and the Human Resource Management (HRM) are engaged in managing the environment within an organization. Mampra, (2013) defines “Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of

environmentalism which further boosts up employee morale and satisfaction”. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (Zoogah, 2011).

Then, to ensure that these green human resources can be successful implement the management must used the principles of human resources that are the rewards and compensation, recruitment, training and development, employee empowerment, employee training, employee teamwork and managerial environmental training. The principles are rewards and compensation, recruitment, training and development, employee empowerment, employee training, employee teamwork and managerial environmental training. GRHM practice is very important in order to promote employee morale, and this may help company to achieve a great benefit for both parties the company and employee.

2.3 TRAINING AND DEVELOPMENT

In twenty-first century, Human Resource Managers have opined that one of the main challenges they are to confront had involved issues related to training and development (Charalambous, 2004). This is because sometimes this training and development can be failure if the management not arranges it properly.

According to (Lynton, 2000) having goal such as development of new and better products, expanding to a global market and developing a workforce with core competencies are strategic. This statement shows that the training is the important part to make an implementation to Green human resources management. Many company is used training as the important part in the organization.hrm always plan, design and implement training program for its rank and file, supervisory and managerial people.

This is based on any or combination of importance of training. Importance training is like help improves and acquire technical skill, increases knowledge and awareness of the total environment, heighten employee's morale and others. This is based on survey (2003) conducted among different companies in the Philippines reveal that training programs are conducted in their organization because of the same reasons. The reason is the organization wants their employee have their knowledge, skill and attitude to ensure they are productive and innovative with the GHRM..

2.3.1 Function Training

Organizations investing such large amounts of resources in sales training want to see that training expenditures actually aid the firm in reaching its goals. Training professionals argue that training has not been very effective and they estimate a 90% dissatisfaction rate among people who receive training (Rich, 2003). The nature of the human resources management position has changed dramatically in the past decade, and human resources management people must develop closer, longer-term relationships with the workers than in the past. Increased emphasis on learning at the organizational and individual level is broadening and subsequently changing the role and positioning of training over the past decade.

Given that the demands of the sales role have changed, it follows that the training salespeople receive is changing, as well (Sujan, 2005). To enter the local and the global market the organizational must spent more money for the training. This because from the training the employee can get more knowledge, skill, heighten the behaviour and others benefits that company can get from the training. Training was one of the learnig that the employee must have. Moreover, the training also can helps the organisation achieve their objectives. When the employee understand what the company goal its easy o comny to implement the objectives.

Based on (Sigh Hardeep,2012) “Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time. Training is about the acquisition of knowledge, skills, and abilities (KSA) through professional development.” This statement showed that function of training is include the knowledge,skills and attitude.

According to Lynton and Pareek,(2000), “training is indispensable and become strategic if it takes into account long-term organizational goals and objectives.” Having goals as development of new and better products, expanding to a global market, and developing a workforce with core competencies are strategic. From this statement show that training is important for the organisation especially for the long term goal objectives or goals. Training have 4 stage to implemented that is:

- (i) Training process
- (ii) Training need analysis (TNA)
- (iii) Training design
- (iv) Training implementation
- (v) Training evaluation

The main function of the training is employee knowledge, employee skill and employee attitude.

2.3.2 Employee Knowledge

According to (A. Noe,2008) knowledge workers contributed specialized knowledge that their manager may not have, such as information about customer and manager depend on these knowledge workers to share that information. Enhance in knowledge not only causes the productive opportunity of a firm to change in ways unrelated to changes in the environment, but also contributes to the „uniqueness“ of the opportunity of each individual firm. This statement shows that the knowledge is the important thing in organization. Knowledge is a symbolic that move into the „knowledge society“, as the key resource for individual firms and the key driver of

competitive advantage for developed nations, competing in knowledge-based industries, living with knowledge communities and societies.

From here we can see that knowledge not only important for the organization but also contribute of each individual firm and making knowledge productive is a management responsibility. It cannot be discharged by government. But it also cannot be done by market forces. It requires systematic, organized application of knowledge to knowledge .This statement shows that the knowledge can be the weapon for the organisation to make the competitive advantage. The employee and management must have more knowlegde to ensure that orgnisation is better than others. The knowledge can be systematic if all the employee and management have the knowledge.

The beginning knowledge known as justified true belief, which was later modified by to a dynamic human process of justifying personal belief toward the truth at the organisational level. Knowledge also are in a broader sense as a set of organized statements of facts or ideas, presenting a reasoned judgment or an experimental result, which is transmitted to others through some communication medium in some systematic form or in general meaning as that which is objectively known, an intellectual property, attached to a name and a group of names and certified by copyright or some other form of social recognition.

According to (Tan Chenf Lin,2011) to survive in the battle, Malaysia has launched its new economy model which “aims in transforming the manufacturing firms from the product based towards the knowledge based”. Aligned with this move, understanding the fundamental drivers influencing an organization’s ability to innovate successful new products, idea, practices and system is a key strategic task for firms to continue to exist in this dynamic market. Then knowledge is a fluid mix of framed experiences, values, contextual information and expert insight. Knowledge is a capacity that builds on information extracted from data or the set of expectations that an observer hold with respect to an event””. The knowledge is something that