Modelling Pro-environmental Behaviour in the Workplace:  
A Preliminary Study

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Abstract

Sustaining a promising future for the earth and its neighbours are the core principle of sustainable growth. Several studies proved that human activities are among the major causes of environmental problems, pro-environmental behaviour crucial for the future. The present study aims to foster and enhance more sustainable behaviour in households, workplaces, schools, and higher educational institutions. Previous research has placed increasing attention on the identification of factors of pro-environmental behaviour. Accordingly, this study aims to examine the elements influencing the pro-environmental behaviour of employees in the workplace. A survey was performed from January to February 2020 on 84 employees of an organisation in Terengganu. In line with this study prediction, it was found that green self-efficacy positively affected pro-environmental behaviour. However, the impacts of environmental commitment, environmental consciousness, green lifestyles, and green human resource management were insignificant. Provided that data were developed using a cross-sectional design, the assessment of causality among the constructs was a risky process. Furthermore, the study collected data from a single source, namely the employees, which would enhance the relationships through common method bias. The findings of this study also offered several managerial implications for green organisations.

Keywords

Environmental commitment, environmental consciousness, green lifestyles, green self-efficacy, green human resource management, pro-environmental behaviour

1. Introduction

The main idea of sustainable development is to maintain a promising future for the planet and the next of kin. Based on the goals of the 2030 Agenda of sustainable development, Goal 12 mentioned "Responsible Consumption and Production" to increase the awareness of sustainable development towards people around the world. It also aims towards promoting a healthy lifestyle (UN, 2015). The researchers' investigation was related to humans' negative impact on the earth's capability in the last four decades (WWF, 2012; Blok et al., 2015). They found that the increasing water pollution, land, and air resources, including the decrease in natural resources, were caused by human behaviour (Blok et al., 2015; Lehman and Geller, 2004). Furthermore, Stern (2000) and Chen et al. (2017) stated that following
the proof that human activities are among the major causes for environmental problems, pro-environmental behaviour (PEB) could be considered important for the future.

Many countries have formed policies for pollution management in industries by reducing greenhouse gas emissions while preserving natural resources for individuals. Previous research focused on developing a sustainable lifestyle in households, companies, and educational institutions (Blok et al., 2015). In business, the organisations' initiatives to introduce internal green plans, execute environmental management systems, and apply certifiable standards have become inefficient when proper employee integration is not implemented (Yuriev et al., 2018; Muhammad et al., 2019). Notably, active participation from employees could positively influence the success in integrating environmental standards and policies with ISO 14001. However, systems are faced with challenges in promoting several types of behaviours, such as recycling, switching on and off electrical appliances, choosing video conferencing as a replacement for travelling. Also, using public transportation to promote cleaner production and reduce the organisation impacts on the environment (e.g., unnecessary waste production). Although these activities might seem irrelevant on the individual level, they have a possibly significant influence on the organisation environmental performance (Tsai et al., 2016).

Protecting the environment through human activities is known as "pro-environmental behaviour", "green behaviour", "environment-friendly behaviour", or "low-carbon behaviour" (Fu et al., 2017; Koger and Winter, 2011). Based on the systematic literature review, Kollmuss and Agyeman (2002) defined PEB as a behaviour performed to minimise human activities' negative impact on nature and surrounding. Meanwhile, Graves and Sarkis (2018) defined PEB as a set of environmental responsibilities, such as improving the knowledge related to the environment, creating green products and processes, and reviewing actions harmful to the environment. Norton et al. (2015) stated that the PEB-related challenges were associated with the individuals' characteristics, while other behaviours were associated with the organisation.

1.1 Objectives
Following previous findings, a question regarding the actual factors of sustainable behaviour and methods to enhance the behaviour has been raised. Furthermore, this article begins with an overview of the literature regarding the links between environmental commitment, environmental consciousness, green lifestyle, green self-efficacy, and pro-environmental behaviour. This is followed by the hypotheses to be tested in this study. The research method is discussed, followed by a discussion of the analysis and results. Several original contributions were made in the literature and practice in two ways. First, a theoretical contribution was made in this study by implementing the Norm-Activation model to examine the elements influencing the PEB. Second, this article has also contributed to the extant literature by analysing PEB factors, which were also examined in previous studies.

2. Literature Review
The norm-activation model (NAM) was developed to investigate and elaborate on the factors influencing PEB among employees. Onwezen et al. (2013) referred to NAM as altruistic behaviour and environmentally sustainable actions. Therefore, self-conscious emotions are relevant for the understanding of PEB within the NAM. This theory is also known to effectively identify environmentally responsible decision-making and practices (Han and Hyun, 2017). Notably, NAM has been commonly used in research on different forms of pro-environmental intent or behaviour, while PEB is perceived as a pro-social behaviour (Zhang et al., 2017). This study was predicted to contribute to the emerging body of literature and develop a comprehensive theoretical framework for the employees' involvement in pro-environmental behaviour. It also has the potential of offering useful insights on improving the practices of environmental activities among employees in the organisation to address future employee challenges.

2.1 Environmental commitment and pro-environmental behaviour
Commitment could be expressed as a promise or assurance to behavioural actions (Terrier and Marfaing, 2015). According to Afstar and Umran (2020), environmental commitment is known as a state of mind, internal temperament, and psychological condition representing individuals' sense of duty and obligation to the environmental environment. Meanwhile, environmental commitment leads to contentment towards the environment, investment in the behaviours of general ecological, and the willingness to perform actions for the environment's benefits (Davis et al., 2011; Rahman and Reynolds, 2016). According to Rahman and Reynolds (2016), people with high environmental commitment, which is also known as biospheric values, are prepared to take any actions to protect the environment. Employees with enthusiasm in the actions would participate in pro-environmental activities and influence other employees towards participation. Once encouraged, the employees would voluntarily perform PEB without being instructed by the
managers or higher-ups. Subsequently, their desire to identify with the company contributes to a higher commitment to the organisation. Accordingly, the following hypothesis was developed.

H1: Environmental commitment has a positive effect on pro-environmental behaviour

2.2 Environmental consciousness and pro-environmental behaviour

Environmental consciousness refers to the interests and concerns of the environment. The attitudes applied to reduce environmental issues and the fact that this consciousness is among the significant factors of human behaviour (Jain et al., 2020). Bittar (2018) mentioned previous literature, which theoretically highlighted the environmental-related factors of human behaviour. Notably, environmental consciousness offers more information about environmental factors, behaviour, and attitude (Jain et al., 2020). Meanwhile, the norm-activation theory (NAT) proposes that when others witness the environmental issues experienced by an individual, they feel the need to assist and make conscious decisions regarding the environment. Accordingly, the following hypothesis was generated:

H2: Environmental consciousness has a positive effect on pro-environmental behaviour.

2.3 Green Lifestyle and Pro-Environmental Behaviour

Lifestyle has been described in economics and transportation research as a demographic variable (e.g., income, travel availability, and population). Therefore, it could be used interchangeably for sustainable consumption subjects (Axsen et al., 2012). Generally, the acceptance towards the applications for lifestyle in previous years was not positive, indicating how consumers and social groups distinguish between behaviours and motives. Furthermore, the adoption of green lifestyles for satisfactory, simple, and sustainable consuming is possible as a part of the green economy (Anuar et al., 2020; Yusuf et al., 2020). However, extending this lifestyle would be costly, although this cost could be reduced when certain aspects of well-being are omitted (Binder and Blankenberg, 2017). Accordingly, the following hypothesis was developed:

H3: Green lifestyle has a positive effect on pro-environmental behaviour.

2.4 Green Self-Efficacy and Pro-environmental Behaviour

Self-efficacy is defined as a personal evaluation for one's potential to develop motivation, rational resources, and the behaviour required to cope with the forthcoming situation (Lauren et al., 2016). It is also perceived as a mechanism affecting pro-environmental spillover, which is an effect of the increase in the probability to commit other PEBs due to the existing commitment to one PEB (Lanzini and Thogersen, 2014; Lauren et al., 2016) despite the limited understanding of the spillover among PEBs. Self-efficacy reflects confidence in one's ability to control their motivation, behaviour, and social environment (Pradhan et al., 2020). Furthermore, environmental self-efficacy is related to the individuals' beliefs that they can reduce the effects (Huang, 2016). Meinhold and Malkus (2005) indicated that a higher level of self-efficacy in a person allowed the classification of individuals with a higher probability for positive attitudes and behaviours toward the world. Therefore, the following hypothesis was developed:

H4: Green self-efficacy has a positive effect on pro-environmental behaviour.

2.4 Green Human Resource Management and Pro-environmental Behaviour

Green HRM is incorporating environmental consciousness in the overall HRM recruitment, teaching, awarding, and growth phases of a green workforce, which respects and supports environmentally sustainable principles, activities, and initiatives (Anwar et al. 2020). Green HRM activities improve the employees' understanding of the environment and allow the implementation of this understanding to accomplish corporate objectives, contributing to environmentally sustainable workplace behaviour (Fawehinmi et al., 2020). Fawehinmi et al. (2020) found environmental knowledge mediates the relationship between green HRM and employee green behaviour Pinzone et al. (2019) and Pham et al. (2019) offered empirical evidence that green HRM had a significant impact on pro-environmental behaviour. Meanwhile, Saeed et al. (2018) indicated that green HRM activities promoted green/environmental understanding among employees and improved their actions to develop pro-environmental habits personal and professional lives. Based on the arguments, the following hypothesis was developed:

H5: Green human resource management has a positive effect on pro-environmental behaviour.
3. Methods

Pro-environmental behaviour
The construct was adapted from Blok et al. (2015). The measure consisted of 26 items based on a six-point scale from 0 ("not available"), 1 ("never"), to 5 (always).

Environmental commitment
Raineri developed the environmental commitment scale, and Paille (2016) was used in this study. The measure comprised eight items based on a five-point scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Environmental consciousness
The environmental consciousness scale was developed by Ahmad et al. (1998), Naffziger et al. (2003), Schlegelmilch et al. (1996), and Chang and Chen (2012) were applied in this study. This scale consisted of four items. Each item was rated on a five-point scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Green lifestyle
This variable was measured a seven-item scale developed by Pickett-Baker and Ozaki (2008) and Sony and Ferguson (2017). In this case, a five-point Likert-type scale ranging from 1 ("never") to 5 ("always") was used.

Green self-efficacy
Green self-efficacy was measured with six items adapted from the study by Chen et al. (2015), which were rated on a five-point scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Green human resource management
Green HRM consisting of 15 items adapted from Jabbour (2011) and Yong and Mohd-Yusoff (2016), was rephrased to represent the individual unit of analysis. To answer each item, a five-point Likert-type scale ranging from 1 ("not at all") to 7 ("to a very great extent") was applied.
4. Results and Discussion

4.1 Results

SmartPLS 3.3.2 (Ringle et al., 2015), a second-generation structural equation modelling software, was developed to analyse the model. In this case, a two-step approach was implemented by assessing the measurement model (validity and reliability of the instruments), followed by assessing the study hypotheses using the structural model.

Measurement model

Measurement model quality could be assessed using the convergent and discriminant validity, including the loadings, average variance extracted (AVE), and composite reliability (CR) as per Hair et al.’s (2020) suggestion. It was proposed that the cut-off values for loadings should amount to $\geq 0.7$, AVE $\geq 0.5$, and CR $\geq 0.7$ (Ramayah et al., 2018). As indicated in Table 1, all the loadings were $\geq 0.7$, AVE $\geq 0.5$, and CR $\geq 0.7$, which indicated sufficient convergent validity and reliability in the measurement. In the case of Green Human Resource Management, a second-order reflective measurement (Type I). The first order validity and reliability were evaluated before assessing the second-order measurement model validity and reliability. However, the first-order loadings were not shown to reduce table length.

Table 1. Results construct validity and reliability

<table>
<thead>
<tr>
<th>Construct</th>
<th>Item</th>
<th>Loadings</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Commitment (EC)</td>
<td>EC1</td>
<td>0.734</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC2</td>
<td>0.893</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC3</td>
<td>0.864</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC4</td>
<td>0.905</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC5</td>
<td>0.867</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC6</td>
<td>0.879</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC7</td>
<td>0.896</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EC8</td>
<td>0.920</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.962</td>
<td>0.759</td>
</tr>
<tr>
<td>Environmental Consciousness (ECN)</td>
<td>ECN1</td>
<td>0.899</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ECN2</td>
<td>0.895</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ECN3</td>
<td>0.884</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ECN4</td>
<td>0.769</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.921</td>
<td>0.745</td>
</tr>
<tr>
<td>Green Lifestyle (GL)</td>
<td>GL1</td>
<td>0.798</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GL2</td>
<td>0.733</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GL3</td>
<td>0.797</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GL4</td>
<td>0.726</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GL5</td>
<td>0.565</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GL6</td>
<td>0.882</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GL7</td>
<td>0.712</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.899</td>
<td>0.563</td>
</tr>
<tr>
<td>Green Self-Efficacy (GSE)</td>
<td>GSE1</td>
<td>0.737</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GSE2</td>
<td>0.850</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GSE3</td>
<td>0.861</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GSE4</td>
<td>0.840</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GSE5</td>
<td>0.767</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>GSE6</td>
<td>0.882</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.927</td>
<td>0.680</td>
</tr>
<tr>
<td>Green Human Resources (GHRM)</td>
<td>Job description</td>
<td>0.727</td>
<td>0.914</td>
<td>0.640</td>
</tr>
</tbody>
</table>
Provided that a formative measure was performed on PEB, the weights, t-values, p-values, and VIF were applied as the standard methods of assessing the formative measurement items' quality. Besides the significant weights shown in Table 2, no multicollinearity issue was present as the VIFs values were lower than 5 (Ramayah et al., 2018). Therefore, the positive performance was observed from the formative measurement.

Table 2: Measurement model (formative measurement)

<table>
<thead>
<tr>
<th>Construct</th>
<th>Dimensions</th>
<th>Weights</th>
<th>t-value</th>
<th>p-values</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-environmental behaviour</td>
<td>Air condition</td>
<td>0.132</td>
<td>2.296</td>
<td>0.022</td>
<td>1.259</td>
</tr>
<tr>
<td></td>
<td>Computer</td>
<td>0.195</td>
<td>6.243</td>
<td>p&lt; .001</td>
<td>1.628</td>
</tr>
<tr>
<td></td>
<td>Drink</td>
<td>0.101</td>
<td>3.616</td>
<td>p&lt; .001</td>
<td>1.487</td>
</tr>
<tr>
<td></td>
<td>Lights</td>
<td>0.157</td>
<td>3.363</td>
<td>0.001</td>
<td>1.613</td>
</tr>
<tr>
<td></td>
<td>Printing</td>
<td>0.377</td>
<td>5.574</td>
<td>p&lt; .001</td>
<td>1.804</td>
</tr>
<tr>
<td></td>
<td>Purchase online</td>
<td>0.251</td>
<td>7.127</td>
<td>p&lt; .001</td>
<td>2.596</td>
</tr>
<tr>
<td></td>
<td>Recycle</td>
<td>0.359</td>
<td>6.240</td>
<td>p&lt; .001</td>
<td>1.664</td>
</tr>
</tbody>
</table>

Discriminant validity was assessed based on Franke and Sarstedt (2019) suggestions by observing the HTMT ratio. Distinct measures would be developed in the HTMT ratios were lower than 0.85 or 0.90. However, the measures would not be distinct if they were higher compared to the cut-off values. Provided that the HTMT ratios were lower than 0.85 (see Table 3), it was indicated that the respondents clearly understood that six distinct constructs were present in this study.

Table 3. Discriminant validity (HTMT ratio)

<table>
<thead>
<tr>
<th>Construct</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Environmental Commitment</td>
<td>0.391</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Environmental Consciousness</td>
<td>0.296</td>
<td>0.401</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Green Lifestyle</td>
<td>0.211</td>
<td>0.500</td>
<td>0.201</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Green Self-Efficacy</td>
<td>0.330</td>
<td>0.620</td>
<td>0.411</td>
<td>0.557</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Green Human Resources</td>
<td>0.291</td>
<td>0.515</td>
<td>0.300</td>
<td>0.712</td>
<td>0.508</td>
<td></td>
</tr>
<tr>
<td>6. Pro-Environmental Behaviour</td>
<td>0.130</td>
<td>0.110</td>
<td>1.185</td>
<td>0.118</td>
<td>-0.051</td>
<td>0.310</td>
</tr>
</tbody>
</table>

Structural model

To examine the hypotheses developed in this study, a bootstrap with 5,000 re-sampling was operated (Hair et al., 2020; Ramayah et al., 2018) to generate the beta values, standard errors, t-values, p-values, and confidence intervals. The R2 amounted to 0.557 (Q2 = 0.509), which indicated that the predictors could indicate 55.7% of the variance for Pro-Environmental Behaviour. While Green Lifestyle (β = 0.594, p < 0.01) was positively related to Pro-Environmental Behaviour, other four predictors were not significant. Therefore, H4 was the only hypothesis being supported, while H1, H2, H3, and H5 were not supported.

Table 4. Results hypotheses testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Relationship</th>
<th>Std Beta</th>
<th>Std Error</th>
<th>t-values</th>
<th>p-values</th>
<th>BCI LL</th>
<th>BCI UL</th>
<th>f²</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>EC (\rightarrow) PEB</td>
<td>0.077</td>
<td>0.094</td>
<td>0.822</td>
<td>0.206</td>
<td>-0.080</td>
<td>0.227</td>
<td>0.011</td>
</tr>
<tr>
<td>H2</td>
<td>ECN (\rightarrow) PEB</td>
<td>0.130</td>
<td>0.110</td>
<td>1.185</td>
<td>0.118</td>
<td>-0.051</td>
<td>0.310</td>
<td>0.020</td>
</tr>
</tbody>
</table>
4.2 Discussion
This research's originality is present in the relationship between environmental commitment, environmental consciousness, green lifestyle, green self-efficacy, green human resource management, and pro-environmental behaviour. This section focuses on the study's main findings, with an emphasis on the implications, limitations of the research, and future research directions. The results from the study sample proved the effectiveness of green self-efficacy on pro-environmental behaviour. It was also found that the role of green self-efficacy is positively related to pro-environmental behaviour (Choong et al., 2019; Huang, 2016; Lauren et al., 2016; Tabernero and Hernandez, 2011). Notably, this study contributed to the literature on the relationship between green self-efficacy and pro-environmental behaviour. This relationship would also indicate higher motivation and commitment to participate in these two elements as individuals experience higher self-efficacy concerning pro-environmental behaviours (Lauren et al., 2016). Furthermore, Pradhan et al. (2020) found a positive impact of self-efficacy on pro-environmental behaviour, in which self-efficacy in the public and private manufacturing industries in India was measured.

The current study focused on green self-efficacy among employees in a public organisation in Malaysia and extended the empirical literature by examining the impacts of green self-efficacy on pro-environmental behaviour. Concerning this, Kim et al. (2019) suggested exploring self-efficacy as a potential determinant of eco-friendly behaviour. Generally, individuals with a high level of confidence in their abilities often exhibit eco-friendly behaviour (Meinhold and Malkus, 2005). A high degree of biospheric value orientation acts as a form of an individual's identity. Therefore, individuals with strong biosphere values or environmental concerns would naturally have a high degree of environmental commitment (Rahman and Reynolds, 2016). This result was in line with Melo et al.'s (2018) study, which captured the general pro-environmental attitudes or values of individuals with a measure of individuals' environmental self-perception regarding lifestyles and behaviours. Rational logic suggests that individuals with high environmental commitment, environmental consciousness, green lifestyle, and green human resource management often engage in pro-environmental behaviour (Tabernero and Hernandez, 2011). However, this notion was not supported in the current study as environmental commitment, environmental consciousness, green lifestyle, and green human resource management did not influence pro-environmental behaviour.

5. Conclusion
In conclusion, we found that green self-efficacy positively affected pro-environmental behaviour. However, the impacts of environmental commitment, environmental consciousness, green lifestyles, and green human resource management were insignificant. The findings of this study also offered several managerial implications for green organisations. Several practical implications have been developed in this study, which focused on only one organisation. Despite the strong emphasis placed by the current study on optimising study, several limitations are present. The limitation could be seen from the survey in this study, followed by the questionnaire, which only consisted of six variables. This study's common method also impacted the findings as all variables were self-rated by the same respondents. Accordingly, future research should focus on the following suggestions: Replicating the application of the questionnaire used in this study in large samples; Expanding the questionnaire into different items of pro-environmental behaviour; Analysing through qualitative and more detailed research and further specifying the minor variables in the research model, such as environmental commitment, environmental consciousness, green lifestyles, and green human resource management and identifying other environmental, human, organisational and individual factors, which may influence pro-environmental behaviour.

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Biographies

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