



**MODEL OF KEY FACTORS OF GREEN HUMAN
RESOURCE MANAGEMENT FOR
SUSTAINABILITY PERFORMANCE IN GREEN
BUILDING CONSTRUCTION**



Ahmed Eisa Yousuf Ahmed Alhosani

DOCTOR OF PHILOSOPHY

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Faculty of Technology Management and Entrepreneurship

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CONSTRUCTION**

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**A thesis submitted
In fulfilment of the requirements for the degree of Doctor of Philosophy**



Faculty of Technology Management and Entrepreneurship

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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DEDICATION

To my beloved father and mother...



ABSTRACT

In the modern professional landscape, the acceptance and application of sustainable practices has turned out to be imperative for organizations targeting to flourish in the long term. In this framework, Green Human Resource Management (GHRM) has appeared as a fundamental approach, concentrating on integrating environmental issues into HRM practices. In spite of the increasing acknowledgement of GHRM's significance, a wide gap exists in the understanding of the precise factors within GHRM and their direct influence on sustainable organizational performance (Teng et al, 2019). Non-application of sustainable practices, which include recurrent scheduling overruns, delays and deferrals, has now become the order of the day in green building construction, and the reasons of these glitches and problems have captured the attention of experts, researchers and academicians in the field. The aim of this research is to examine the direct effects of Green Human Resource Management factors on sustainable performance and mediating role of Environmental Behavior and propose a Green Human Resource Management model for sustainable performance in UAE green building. The study used quantitative methods alongside with its survey design. The questionnaire was intended to gauge the perceptions of the staff of Al Naboodah Construction Group (ANCG) in UAE on 39 green human resource items classified to four groups, while Environmental Behaviors use as mediator was measured using 10 items. Then lastly the Sustainability Performance as dependent variable it was measured using 17 items. A purposive sampling was employed for the questionnaire survey. The sample size for this study was 302, sampled out of 1400 population of the study. A total of 297 questionnaires, or 98.34 percent of the overall questionnaires distributed, were used for data collection. The gathered information was then utilized to create a smart-pls causal relationship model with four independent GHRM factor constructs and one dependent performance construct. The model was assessed at measurement component until it achieved the fitness criteria. Then, it was evaluated at the structural component for its validity and hypothesis testing. After going through the modelling processes, the model attained the fitness criteria at the measurement and structural components of the model. The model has achieved the goodness-of-fit (GoF) with the value of 0.806 indicates of having global large validating power. The results revealed that three green employee participants, Green Training and Development, Green Reward and Compensation out of five paths/hypotheses are having significant relationship with the sustainability performance. While the mediator was found to have a full mediation effect with the four independent factors and the sustainable performance. Project management firms to pinpoint market developments and specifications in the green building construction industry and to then choose workers in accordance with these factors; to Al Naboodah Construction Group (ANCG) by assisting them in developing better strategies which may be incorporated into the UAE 2030 Plan; and Project Manager and Employees. This investigation has significance for stakeholders in the green building construction sector as a whole and for UAE stakeholders in distinctive.

MODEL FAKTOR UTAMA PENGURUSAN SUMBER MANUSIA HIJAU UNTUK PRESTASI KELESTARIAN DALAM PEMBINAAN BANGUNAN HIJAU

ABSTRAK

Dalam landskap profesional moden, penerimaan dan penerapan amalan mampan telah menjadi penting bagi organisasi yang menyasarkan untuk berkembang dalam jangka panjang. Dalam rangka kerja ini, Pengurusan Sumber Manusia Hijau (GHRM) telah muncul sebagai pendekatan asas, menumpukan pada penyepaduan isu alam sekitar ke dalam amalan HRM. Walaupun peningkatan pengakuan kepentingan GHRM, jurang yang luas wujud dalam pemahaman faktor tepat dalam GHRM dan pengaruh langsungnya terhadap prestasi organisasi yang mampan (Teng et al, 2019). Ketidakgunaan amalan mampan, yang termasuk penjadualan berulang, kelewatan dan penangguhan, kini telah menjadi urutan hari dalam pembinaan bangunan hijau, dan sebab-sebab gangguan dan masalah ini telah menarik perhatian pakar, penyelidik dan ahli akademik dalam bidang tersebut. Matlamat penyelidikan ini adalah untuk mengkaji kesan langsung faktor Pengurusan Sumber Manusia Hijau terhadap prestasi mampan dan peranan pengantara Tingkah Laku Alam Sekitar dan mencadangkan model Pengurusan Sumber Manusia Hijau untuk prestasi mampan dalam bangunan hijau UAE. Kajian ini menggunakan kaedah kuantitatif bersama dengan reka bentuk tinjauannya. Soal selidik ini bertujuan untuk mengukur persepsi kakitangan Kumpulan Pembinaan Al Naboodah (ANCG) di UAE terhadap 39 item sumber manusia hijau yang dikelaskan kepada empat kumpulan, manakala Tingkah Laku Alam Sekitar digunakan sebagai pengantara diukur menggunakan 10 item. Kemudian akhir sekali Prestasi Kelestarian sebagai pembolehubah bersandar diukur menggunakan 17 item. Persampelan bertujuan digunakan untuk tinjauan soal selidik. Saiz sampel untuk kajian ini ialah 302, sampel daripada 1400 populasi kajian. Sebanyak 297 soal selidik, atau 98.34 peratus daripada keseluruhan soal selidik yang diedarkan, digunakan untuk pengumpulan data. Maklumat yang dikumpul kemudiannya digunakan untuk mencipta model hubungan sebab musabab pintar-pls dengan empat konstruk faktor GHRM bebas dan satu konstruk prestasi bergantung. Model ini dinilai pada komponen pengukuran sehingga mencapai kriteria kecergasan. Kemudian, ia dinilai pada komponen struktur untuk ujian kesahan dan hipotesisnya. Selepas melalui proses pemodelan, model mencapai kriteria kecergasan pada komponen pengukuran dan struktur model. Model tersebut telah mencapai goodness-of-fit (GoF) dengan nilai 0.806 menunjukkan mempunyai kuasa pengesahan besar global. Keputusan menunjukkan bahawa tiga peserta pekerja hijau, Latihan dan Pembangunan Hijau, Ganjaran dan Pampasan Hijau daripada lima laluan/hipotesis mempunyai hubungan yang signifikan dengan prestasi kemampuan. Manakala pengantara didapati mempunyai kesan pengantaraan penuh dengan empat faktor bebas dan prestasi mampan. Firma pengurusan projek untuk menentukan perkembangan dan spesifikasi pasaran dalam industri pembinaan bangunan hijau dan kemudian memilih pekerja mengikut faktor-faktor ini; kepada Kumpulan Pembinaan Al Naboodah (ANCG) dengan membantu mereka dalam membangunkan strategi yang lebih baik yang mungkin dimasukkan ke dalam Pelan UAE 2030; dan Pengurus Projek dan Pekerja. Siasatan ini mempunyai kepentingan bagi pihak berkepentingan dalam sektor pembinaan bangunan hijau secara keseluruhan dan bagi pihak berkepentingan UAE secara tersendiri.

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LIST OF ABBREVIATONS

BIM	-	Building Information Modelling
EGBC	-	Emirates Green Building Council
GHRM	-	Green Human Resource Management
GDP	-	Gross domestic product
GB	-	Green buildings
HRM	-	Human Resource Management
HVAC	-	Highly Effective Heating, Ventilation, And Air Conditioning
IBS	-	Industrialized Building Systems
LEED	-	Leadership in Energy and Environmental Design
MVA	-	Missing Value Analysis
SEM	-	Structural Equation Modelling
UAE	-	United Arab Emirates
VOC	-	Low-Volatile Organic Compound
VM	-	Value Management

LIST OF PUBLICATIONS

Al-Hosani, A. E. Y., & Rashid, N. B. A. (2022) CONCEPTUAL FRAMEWORK OF SUSTAINABLE GREEN HUMAN RESOURCE MANAGEMENT (SGHRM) AND ITS EFFECT ON SUSTAINABILITY IN GREEN BUILDING. 55 (4), p. 562-575.

Al-Hosani, A. E., & Rashid, N. A. (2022). The Study of Green Human Resource Management (Ghrm) and its Effect on Sustainability in Green Building Using Structure Equation Model. Journal of Tianjin University Science and Technology, 55(6), p. 211-228.



CHAPTER 1

INTRODUCTION

1.1 Background

Both emerging and industrialised countries' economic and social development depends heavily on the construction sector (Oke et al., 2019). On the other hand, building requires a great deal of unprocessed materials and energy from the environment. This negatively affects environmental health due to waste, water and air contamination, deforestation, and biodiversity loss (IEA, 2018; UNEP, 2018; Zhang et al., 2019b). Since there will be an additional 230 billion m² of built-up land by 2060, the negative environmental effects of construction have been particularly apparent in recent decades and are anticipated to deteriorate in the imminent time (IEA, 2017).

As society becomes more conscious of the environmental effects of construction activities, construction experts are under mounting compression to establish and carry out sustainable strategies to improve the building industry's environmental performance (Lin et al., 2017). The construction sector ought to set a goalmouth for net-zero emissions, develop and employ low-carbon building materials, reuse resources whenever possible, minimize waste, apply reverse logistics, and lower greenhouse gas emanations from construction accomplishments, according to Giesekam et al., (2016).

Yet, there are still several obstacles that the construction industry must overcome before adopting a fully sustainable construction paradigm. The three main types of challenges are employee-centric worries, government-based challenges, and cost and time-based problems. In accordance with the literature, although being crucial for improving the

construction industry's longstanding enactment, employee-centric concerns have established little attention in hypothetical journals (Bowen et al., 2014; Cattell et al., 2016). This gap in research is questionable because employee-centric problems are focused on energizing construction specialists with the principal competencies, perspectives, and level of proficiency deemed essential to morph to the sustainable buildings approach. Its integration also necessitates unaffected human resource-based solutions that are currently usually overlooked (Durdyev et al., 2018; Pham et al., 2019a). The history of the sustainable paradigm in the construction sector as well as current sustainable construction techniques are covered in the chapter's first section. It helps in understanding the development and constraints of sustainable construction methods over the past 20 years. The next stage is to perform a critical literature analysis in mandate to pinpoint the problems with sustainability in green construction. The chapter also describes sustainability gaps connected to employees and suggests potential remedies based on prior studies.

Accordingly, the construction sector, which uses a lot of single-use natural resources, needs to change its emphasis from achieving financial and other conventional success measures to achieving positive environmental outcomes on projects. Yet, because it is impossible to measure the contained environmental influence of building operations, that is bigger than the direct effect (such as the effect on water sources and pollution from vehicles) (UNEP, 2017). Thus the, stakeholders apply environmental difficulties to the projects through different operating interruptions to maintain sustainable in green building. Stakeholders are worried about both the good and undesirable environmental impacts of construction projects. Sustainable building seeks to establish and maintain synergy between the built and natural ecosystems by paying attention to the atmosphere's well-being, human self-possession, and equality of opportunity (Oke et al., 2019; Pham et al., 2019a).

The goal of sustainable construction is to minimize harmful environmental effects while promoting enduring social morals that emphasize product affordability, quality, lifetime, and effectiveness. Prior studies have developed a framework for sustainable building as a competitive edge as opposed to a mandate (Gholami et al., 2016). The concept of "green building," which tries to accomplish the objectives listed above, has been offered as a result of sustainable construction (Kibert, 2016). In most countries, green buildings are marketed and graded in a variability of conducts (BREEAM in the UK, the LEED programme in the USA, Green Star in Australia, CASBEE in Japan and HK-BEAM in Hong Kong). Life cycle budgeting, designed for the environment, lean construction, Industrialized Building Systems (IBS), Value Management (VM), Building Information Modeling (BIM), and Industrialized Building Systems (IBS) are just a rare of the key sustainable practices that donate to sustainable building (Oke et al., 2019). Integrated processes call for a higher standard of staff innovation, skill, and cognitive diversification.

The main impartial of effective human resource management (HRM) is to inspire employees to meet organizational objectives and boost productivity (Chapano et al., 2018). A good HR strategy will support to increase employee involvement and attention to environmental issues by focusing on the main concerns of construction personnel, such as work-life balance, range of expertise, sustainable image of the organization, and resource conservation.

Green Human Resource Management (GHRM) has shown to be helpful for accomplishing sustainability in several areas, especially manufacturing, sports, tourism, and hotels. The effectiveness of the Green Human Resource Management (GHRM) philosophy and practices in industrial organizations was examined by Gupta (2018), who also provided managers with a framework to evaluate their sustainability performance. The essential part

of eco-friendly behavior and worker participation in accomplishing enduring objectives in the hotel industry were examined by Kim et al. (2019). Correspondingly, research in the finance and healthcare sectors has shown how Green Human Resource Management (GHRM) techniques can progress organizational sustainability performance while reducing environmental harm (Rawashdeh, 2018). In order to deliver environment-based human resource (HR) strategies in a broad range of industries with the highest level of employee engagement and awareness, the rising concept of "green human resource management" (GHRM) has integrated environmental management with human resource management.

Despite numerous other industries having already demonstrated its potential advantages, the Green Human Resource Management (GHRM) paradigm has not yet been applied to the construction industry. A thorough analysis of a novel Green Human Resource Management (GHRM) approach potentially aid in enhancing employee capabilities and obligation to sustainable practices in the labour-intensive construction sector.

1.2 Problem Statement

In the contemporary business landscape, the adoption of sustainable practices has become imperative for organizations aiming to thrive in the long term. Within this framework, Green Human Resource Management (GHRM) has emerged as a pivotal approach, focusing on integrating environmental concerns into HRM practices. Despite the growing recognition of GHRM's significance, there exists a gap in understanding the specific factors within GHRM and their direct impact on sustainable organizational performance (Kanan, et al., 2023; Awwad, et al., 2022).

Absence of sustainable practices, which comprise frequent scheduling overruns and postponements, turns out to be the order of the day in green building construction projects, and the causes of these problems have attracted the attention of specialists and academics in

the field (Khaskhely., et al., 2022; Nureen, et al., 2023). Thus, according to Li and Liu (2019), a number of regional green building challenges, including as green staff engagement, green training and development, rewards, and health and safety, are to blame for the UAE's subpar sustainability. Unfortunately, other large green building construction ventures in the UAE are running behind schedule, have been shelved, or have been discontinued (Mohsin, et al., 2022; Gunduz et al, 2018). Hence, it's significant to understand Green Human Resource Management (GHRM) factors and its influence on the sustainability of green buildings. Insufficient adoption of green buildings in the construction industry has been demonstrated to increase expenses, penalties, project timeline extensions, and site management stress, all of which are determined by the triple bottom line of the business (Meena et al., 2022). It is evident in other related study that, Green Human Resource Management would perform a more strategic role in the sustainability of green buildings (Stahl et al., 2020). The results show that HRM is one of the parties responsible for putting sustainability into practice, but it is not implicated in strategic sustainability choices in UAE green building.

Organizations and firms can improve their environmental sustainability performance by overcoming challenges to a triple bottom line with the use of green human resource management (GHRM) (Afum et al., 2023).

For this reason, it was observed that Green Human Resource Management (GHRM) has been successfully demonstrated in several other field, preferably higher education, sports, manufacturing, hotels, and tourism. However, it has not yet been used in the construction sector, rendering this study groundbreaking (Meena et al., 2022; Kim et al., 2019; Afum et al., 2023).

In addition, previous related researches on GHRM and SP were on the bases of central ideas or concepts such as psychological green climate (Haldorai et al., 2022), organizational commitment (Awan et al., 2022), organizational identification (Al-Shammari et al., 2022) and pro-environmental psychological capital (Saeed et al., 2019). Until now, research on the fundamental relationship between GHRM and SP is still not adequately investigated and required to be carried out further (Kanan et al., 2023; Awwad et al., 2022; Khaskhely et al., 2022). Furthermore, it should also be noted that very few studies have been carried out to determine the mediating mechanism between GHRM and EGB (Awwad et al., 2022; Khaskhely et al., 2022). For example (Khaskhely et al., 2022) mediating effect of psychological green climate, (Kanan et al., 2023) mediating role of pro-environmental psychological capital. Nevertheless, studies investigating the role of EB as a mediator are rare, likewise those that examined the role of EB in the relationship between GHRM and SP are believed to have not been found in the literature.

This research seeks to address this gap by investigating the effect of various factors of GHRM on sustainable performance within organizations. While prior studies have explored the general relationship between GHRM and sustainability outcomes, they often lack specificity regarding the key factors driving this relationship. By delving into the nuanced aspects of GHRM, such as eco-friendly recruitment, training for environmental awareness, green leadership, and sustainable employee engagement, this study aims to identify which factors exert the most significant influence on organizational sustainability performance.

Furthermore, existing research predominantly focuses on case studies or qualitative analyses, thereby limiting the generalizability of findings (Kanan, et al., 2023). Through a quantitative research approach, this study intends to provide empirical evidence that can

offer broader insights applicable across diverse organizational contexts (Kanan, et al., 2023). By employing statistical techniques to analyse data collected from a representative sample of organizations, this research seeks to uncover patterns and relationships between GHRM factors and sustainable performance metrics.

Ultimately, the findings of this study are expected to contribute to both theoretical understanding and practical implications in the realms of HRM and sustainability management. By pinpointing the specific GHRM factors that drive sustainable performance, organizations will be better equipped to develop tailored strategies that foster environmental responsibility while simultaneously enhancing organizational effectiveness and competitiveness in the long run. Hence for the aforementioned reasons the following research questions has been formulated:

1.3 Research Questions

- i. What are the green human resource management factors towards sustainable performance in green building?
- ii. What are the effects of green human resource management factors on the sustainable performance?
- iii. What is the mediator effect of environmental behavior between green human resource management factors and sustainable performance?
- iv. What is the model of green human resource management towards sustainable performance in UAE green building?

1.4 Research Aim

The aim of this research is to examine the direct and indirect effects of green human resource management factors on sustainable performance in green building with a view to

propose a green human resource management model for sustainable performance in UAE green building

1.5 Research Objectives

- i. To identify the green human resource management factors towards sustainable performance in green building.
- ii. To examine the effects of green human resource management factors on the sustainable performance.
- iii. To evaluate the mediator effect of environmental behavior between green human resource management factors and sustainable performance
- iv. To propose the model of green human resource management towards sustainable performance in green building

1.6 Scope of the Research

Numerous earlier researches investigated sustainable construction issues related to worldwide effect on emerging economies. Accordingly, sustainability affects construction at different phases in diverse ways, and the Green Human Resource Management (GHRM) idea is new to the sector. The development of a Green Human Resource Management (GHRM) toward Sustainability Performance elements model in the UAE construction sector was the main goal of this research, this therefore, is the intangible scope of this research. Furthermore, the UAE's construction enterprises were participating in the data collection. Quite precisely, there are more construction businesses and many construction projects do not finish on time. More notably, the Al Naboodah Construction Group will provide the data for this investigation (ANCG). Over 1400 employees work for the organization overall, according to its profile., which began operations in the UAE in the 1960s. ANCG, a division of Al Naboodah Group Companies, is run by a team with extensive worldwide experience