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THE STUDY ON GREEN QUALITY OF WORK LIFE FOR PUBLIC SECTOR EMPLOYEES

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Abstract

This study focuses on the objective of determining the level of perception of public service personnel in the focus of green quality of working life. The results show that the average total score for the Green Job Satisfaction dimension is highest for the states of Pahang and Kelantan with 61 per cent respectively. For the Green Salary dimension the average total score found that the states of Terengganu and Pahang gained 60 percent. The Green Supervisory Support dimension received the highest average total score with Terengganu state at 62 percent while Green Social Relationship Management and Colleagues found Kelantan had the highest total score of 58 percent. According to the findings of the Green Training and Development study, the highest average total score was Kelantan with 59 percent while Green Team-Based Practices the highest total score was for Kelantan with 60 percent and lastly for Green Leadership, highest total score are Terengganu and Pahang with 59 percent agreement.

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1. Introduction

Quality of work life is defined as a perspective of a work life style that focuses on the aspects of satisfaction, enjoyment and happiness in the workplace through what has been felt before, current and in future throughout the efforts and services they work in an organization (Indumathy & Kalamraj, 2012). Quality of work life practiced by the organization effectively takes the approach that the employee is an "asset" that needs to be taken care of by providing the needs and wants of the employee in line with the level of the employee's position so that the employee can perceive the work they are doing can bring the quality of their lives. Additionally, employees can enjoy a quality of work life with a healthy, happy work environment and good physical and mental health throughout their lives as long as they work in the organization (Halbesleben & Buckley, 2004). QWL is a comprehensive program designated to improve worker's satisfaction, strengthen workplace learning and help workers better manage the change and transition which affects almost all workers regardless of position or status (Grant, 2008). Quality of work life also means strengthening their interest and motivation to work if their work situation and environment can change their life expectancy and that work can teach and guide them in life (Pruijt, 2000).

2. Literature Review

For this study, seven dimensions of green quality of work life will be measured in order to assess the respondents' perceptions of the dimensions as follows:

2.1. Job Satisfaction

Feeling and emotion of the worker who feels that their job gives them a positive and proactive reaction as a result of satisfaction with the pay and reward, a conducive working environment and a work environment that helps to increase interest and work effort (Kosny & Eakin, 2008). In service organizations there are challenges in limited resources and demand for turnover that enables different jobs and job satisfaction (Ramstad, 2009).

2.2. Salary

Incentives and rewards provided to employees as long as they serve the organization according to the level and position of the workforce. Of course, pay is a very important consideration and gives meaning to a quality work life (Huang et al. 2007).

2.3. Supervisory Support

Refers to the physical, mental and social support of their subordinates through the support of knowledge, social support, guidance and concern that contributes to a sense of well-being in the workplace (Sirgy et al., 2001).

2.4. Social Relationship with Management and Colleagues

Form of positive and proactive social relationship between management and employees that seeks to enhance organizational productivity by establishing good social relationships. These social relations include hosting a banquet, holding open and positive communication between employer and employee (Shanock & Eisenberger, 2006).

2.5. Training and Development

Effort to set up training programs to provide employees with career development, knowledge and work skills and all these efforts can improve the quality of work life of employees (White et al. 2003).

2.6. Team Based Practices

Form of work approach that is focused for working groups with a positive practice of cooperation, commitment, creativity and warmth to develop a quality work environment (Kozlowski & Ilgen, 2006).

2.7. Leadership

Important aspect for organizations and employees because effective leadership through leadership style, communication, decision-making approaches, problem solving and caring for employees are among the key elements in building a quality work life (Cheung & Wong, 2011).

Above all, this study focuses on the term **GREEN** for each dimension in the quality of work life as the value added that provides a one-dimensional approach to build a well-being, happiness, harmony and contentment to the work environment for the holistic satisfaction of employee at the workplace.

3. Problem Statement

The problem statement of this study was basically focused on the following issues as per related with the green quality of work life dimensions:

1. Job satisfaction creates many positive and negative perceptions for employees such as satisfaction of a work environment that has different tastes and emotions in each employee. It is difficult to meet the needs and satisfaction of the employee because the job satisfaction of the employee depends on the attitude and personality of the employee, the working practices of the workplace and the relationship of co-workers and leaders (Niels, 2003).
2. Salary also raise many issues in the workplace as the issue of pay is always discussed in the workplace as whether or not wages are derived from employment is indeed enough or competitive from other similar job in addition to the rising cost of living and the increasing challenges of living. community economics (Baines, 2004).
3. Supervisory support addresses issues of difficulty in obtaining chief support especially in emotional and physical support related to achievement of work performance. Leaders lack communication and improve positive working relationships with employees (Schulte et al., 2006).

4. Social relationship and management and colleagues focus on the problem of social gaps that occur between management and employees especially in the communication gap and provide opinions and views on work. The head is acting autocratically and the workers receive only non-motivational directives for proactive action (Chawsithiwong, 2007).
5. Training and development is a problem for many workers in various industry sectors as the training and development aspects of the workforce are not taken seriously and workers feel that they are not receiving training and development in line with their work efforts (Muldrow et al., 2002).
6. Team based practices exhibit problems of teamwork and commitment because group leadership is not in line with group work objectives. Work groups are less creative and less sensitive to work group problems (Meterko et al., 2004).
7. Leadership also poses problems in working quality lives because aspects of leadership charisma are irrelevant to the goals of the organization. Leaders are unable to communicate effectively and are unable to bring the employers-workers union to work (Saraji & Dargahi, 2006).

4. Research Questions

The research question focuses on efforts to identify the dimension of green quality of work life as follows:

1. What is the perception of public sector employees on green job satisfaction?
2. What is the perception of public sector employees on green salary?
3. What is the perception of public sector employees on green supervisory support?
4. What is the perception of public sector employees on green social relationship with management and colleagues?
5. What is the perception of public sector employees on green training and development?
6. What is the perception of public sector employees on green team-based practices?
7. What is the perception of public sector employees on green leadership?

5. Purpose of the Study

This study was conducted to identify the perception of public sector employees on green quality of work life dimensions which was conducted in the northern zone of Malaysia, namely in Kelantan, Terengganu and Pahang state.

6. Research Methods

This study focuses on a descriptive approach which emphasizes on efforts to identify the level of perception of employees in the public sector on the green quality of work life.

6.1 The research questionnaire used was adopted from Mc Donald's (2001) study "*Quality of Working Life Questionnaire*" and the questionnaire has been modified to suit this study.

The numbers of statement for each scales of dimensions are shown in Table 01.

Table 01. Green Quality of Work Life Dimensions (GQWL)

No.	Green Quality of Work Life Dimensions (GQWL)	Number of Item Statements
1	Green Job Satisfaction	7
2	Green Salary	2
3	Green Supervisory Support	5
4	Green Social Relationship with Management and Colleagues	6
5	Green Training and Development	14
6	Green Team-Based Practices	18
7	Green Leadership	17
	Total	69

6.2 The respondents consisted of public sector personnel in the eastern states of Malaysia namely Kelantan, Terengganu and Pahang. Green Quality of Working Life questions are measured using a 5 point Likert-scale ranging from Likert scale is used as a scale measure from the highest scale 5 which is strongly agree and the lowest scale 1 which is strongly disagree.

6.3 The data collection of this study was focused at the city centres of the eastern zone state of Malaysia, namely Kelantan, Terengganu and Pahang. Data was collected within four months starting from May 2014 to November 2014.

Eastern Zone State of Malaysia:

▪ **Kelantan State – Code (EZ1)**

The focus of the study in Kelantan is around Kota Bharu are which is the capital city of Kelantan and the center of Kelantan state administration and business focus for the people of Kelantan.

▪ **Terengganu State – Code (EZ2)**

For the state of Terengganu, the study was conducted around the city of Kuala Terengganu which is the capital state government administration and the center of trade and business for the people of Terengganu.

▪ **Pahang State – Code (EZ 3)**

For the state of Pahang, the city of Kuantan is the site of study in which Kuantan is the capital of the state of Pahang and the center of state administration and the focus of trade and business for the people of Pahang.

6.4 The number of respondents of Kelantan state are 130 respondents, Terengganu state are 120 respondents and Pahang state are 150 respondents. The rate of response shows that both Kelantan dan Terengganu state achieved 100 percent whilst Kuantan state achieved 87 percent which total up of overall rate of response was 92.5 percent. Table 02 shows the respondents number and rate of response.

Table 02. Number of Eastern Zone Respondents and Rate of Response

Eastern Zone State of Malaysia	Number of Respondents	Number of Return Questionnaires	Rate of Response (%)
EZ1 – KELANTAN	130	130	100%
EZ2 – TERENGGANU	120	120	100%
EZ3 – PAHANG	150	120	87%
TOTAL	400	370	92.5%

7. Findings

The results of the study are presented in the following categories:

7.1. The Demographic Profile

The summary findings of respondent demographic profile of the eastern zone state of Malaysia are shown in Table 03.

Table 03. Summary of Majority Demographic Profile of Respondents at Eastern Zone State of Malaysia

No.	Demographic Variable	Majority	Percentage (%)
1	Gender	Female	60.3
2	Citizen	Citizen	100
3	Age	21-30 Years	61.5
4	Race	Malay	90.5
5	Religion	Muslim	90.5
6	Education Level	Diploma	45
7	Job Category	Clerical	40
8	Monthly Income	RM1,001-RM5,000	88

As shown in Table 03, majority of the respondents are female at 60.3 percent. 100 percent of respondent are Malaysian citizens. The survey respondents are composed primarily of age between 21-30 years, accounting for 61.5 percent of the respondents. In term of race, 90.5 percent of respondent are Malays and Muslim respondents. 45 percent of respondents have their diploma making up a majority in education level. 40 percent of respondents have clerical level jobs. A majority of respondents have monthly income of RM 1,001- RM 5,000 at 88 percent.

7.2. The Perception of Employees on green Job Satisfaction

The results of the study for green job satisfaction show that for the Eastern Zone, Kelantan state and Kuantan state get the same average total score of 61 percent only 1 percent more than Terengganu state which gets 60 percent average total score as per shown in Table 04.

Table 04. The Perception of Employees on Green Job Satisfaction

No.	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
		EZ1	EZ2	EZ3
	To my understanding, the organization that I worked with, I think that I			
1	Get the personal satisfaction from the green work	70	69	60
2	Feel the green work makes a valuable contribution	73	73	67
3	Believe on the green work assigned contribute to success of organization.	65	48	60
4	Get the conducive working environment	55	57	60
5	Get the opportunity to develop skill and career enhancement	47	53	60
6	Feel proud of my organization	58	55	56

7	Am happy and high motivated to work in this organization	61	65	62
	Average Total Score	61	60	61

7.3. The Perception of Employees on Green Salary

The results of the study for green salary show that the average total score for Terengganu state and Kuantan state got 60 percent while Kelantan state got 57 percent average total score as per shown in Table 05.

Table 05. The Perception of Employees on Green Salary

No	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
	In my organizations, I realized that....	EZ1	EZ2	EZ3
1	Pay received is appropriate	58	56	67
2	The incentives are reasonable and manageable	56	64	52
	Average Total Score	57	60	60

7.4. The Perception of Employees on Green Supervisory Support

The results of the study for green supervisory support show that the average total score for Terengganu state is the highest with 62 percent whilst Kuantan state gets 59 percent and finally Kelantan state gets 56 percent as per shown in Table 06.

Table 06. The Perception of Employees on Green Supervisory Support

No	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
	In my opinion....	EZ1	EZ2	EZ3
1	Supervisor regularly inform me on what is expected on my green job	45	56	63
2	Supervisor provides the material and infrastructure needed for my green job.	50	67	71
3	Supervisor gives the individual help and support needed	62	66	60
4	Organization offers opportunities to grow and learn new green skills.	55	65	55
5	The spirit of team work is efficient at my work place	67	54	48
	Average Total Score	56	62	59

7.5. The Perception of Employees on Green Social Relationship with Management and Colleagues

The results of the survey on the dimensions of green social relationship with management and colleagues showed that the three states had a similar agreement with Kelantan 58 percent, Terengganu 56 percent and Pahang 57 percent as shown in Table 07.

Table 07. The Perception of Employees on Green Social Relationship with Management and Colleagues

No	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
	In this organization, I think that...	EZ1	EZ2	EZ3
1	Management disseminates the information of the green management development to their employees.	68	65	56
2	Employees have freedom of speech in terms of green management without fear of punishment	56	56	55
3	Employees are encouraged to express their problem related work to their superior	59	45	62
4	Positive and proactive on the organization direction for future direction	40	52	43
5	Employees are proud to be part of the organization members	63	60	58
6	Overall, the spirit of working in the organization is highly acceptable	59	58	67
	Average Total Score	58	56	57

7.6. The Perception of Employees on Green Training and Development

The results of the study for green training and development show that the average total score for Terengganu state and Kuantan state got the same 56 percent while Kelantan state got 59 percent as per shown in Table 08.

Table 08. The Perception of Employees on Green Training and Development

No	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
	To my understanding that the organization...	EZ1	EZ2	EZ3
1	Emphasizes on the long and short term of training for green management	45	43	62
2	Precisely evaluate green training program efficiently	67	55	61
3	Develop green training program with the help of professional consultant	59	71	69
4	The organization maintains adequate budget for green employee training.	42	68	59
5	Green training is comprehensive and extensive	67	57	64
6	Green training activities for the employees focused on the background of education and experience	50	67	55
7	Green training activities are continuous and practical	57	57	65
8	Incentive for green management training is good for keeping employee interest in training	48	43	48
9	Green training offered career development opportunity.	59	50	53
10	Pay attention on social and behavioural aspect of green management	68	61	65
11	Focused on the green management evaluation and performance	67	61	51
12	Trained properly on equipment and materials related to green management	60	60	32
13	Encourage employees develop critical thinking	61	38	48
14	Green management training are reliable on policies and procedures.	60	55	56
	Average Total Score	59	56	56

7.7. The Perception of Employees on Green Team-Based Practices

According to the results of the Green team-based practices study, the highest percentage agreement for average total score was Kelantan with 60 percent followed by Pahang 54 percent as shown in Table 09.

Table 09. The Perception of Employees on Green Team-Based Practices

No.	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
		EZ1	EZ2	EZ3
	In my opinion, the green team-based practices in my organization are as following:			
1	Green teams have the freedom for goal adaptation	76	61	59
2	Treatment for team members are equals	70	60	50
3	Focus on task	65	58	51
4	Result oriented	59	54	41
5	Green teams are rewarded for their achievements	56	57	60
6	Recommendations are presented confidently	61	59	47
7	Communication directly and sincerely	60	45	42
8	Relevant information shared openly	54	49	48
9	Usefulness of information well received	45	56	59
10	Specific potential and talent of team members recognizable	56	58	59
11	Contributions and achievement highly appreciated	50	49	50
12	Help and support to each other in team is good	65	43	51
13	Suggestions and contributions are well taken care of	50	50	50
14	Acknowledge conflict to be resolved	63	43	61
15	Information shared for better direction	62	45	60
16	Disseminate information that is reliable and factual	56	66	61
17	Dynamic and progressive team work	67	40	62
18	Reward the success as a team	69	47	56
	Average Total Score	60	52	54

7.8. The Perception of Employees on Green Leadership

Green leadership results show that the agreement average percentage total score for the two states namely Terengganu and Pahang are equal to 59 percent while Kelantan states have an average total score of 56 percent as shown in Table 10.

Table 10. The Perception on Green Leadership

No.	Item Statement	% of Agreement		
		Eastern Zone State of Malaysia		
		EZ1	EZ2	EZ3
	In my opinion, the organization that I worked have the.....			
1	Ability to arouse enthusiasm and optimism	56	50	58
2	Ability to create green group synergy.	57	50	70
3	Ability to build green team bonds.	50	74	55
4	Ability to express green team working encouragement.	67	46	60
5	Ability to provide green task motivation.	41	59	70

6	Ability to be persuasive in green work.	62	57	65
7	Ability to change for better management in the perspective of green management	69	48	40
8	Green tasks pleasant	45	45	54
9	Treatment equally	56	50	56
10	Communication effective on green tasks	50	56	68
11	Ability on decisions for green tasks	51	40	65
12	Performance and productivity in green tasks is seriously taken care of	42	50	60
13	Transformation leadership	75	57	56
14	Leadership style is participative	42	59	55
15	Ability to develop practical and relevant green training and development	67	68	61
16	Solutions to problems efficient action	65	65	59
17	Positivism and dynamism in green management	60	66	45
	Average Total Score	56	59	59

The overall study results for the green quality of work life dimension are as shown in Table 11.

Table 11. The Summarized Findings of Green Quality of Work Life in Eastern Zone States of Malaysia

No.	Dimensions of Green Quality of Work Life	Average Total Score (%)		
		Eastern Zone State of Malaysia		
	Dimensions of Green Quality of Work Life	EZ1	EZ2	EZ3
1	Green Job Satisfaction	61	60	61
2	Green Salary	57	60	60
3	Green Supervisory Support	56	62	59
4	Green Social Relationship with Management and Colleagues	58	56	57
5	Green Training and Development	59	56	56
6	Green Team-Based Practices	60	52	54
7	Green Leadership	56	59	59

The findings on the average total score of agreement on Green Quality of Working Life show that the dimensions of Green job satisfaction for Kelantan and Pahang score the highest with 61 percent. The average total score on Green salary shows Terengganu and Pahang State scoring the highest at 60 percent. The green supervisory support total average score shows Terengganu scoring the highest at 62 percent. The Green social relationship with management and colleagues total average score shows that Kelantan has the highest score at 58 percent. Kelantan also scored the highest in Green training and development and Green team-base practices at 59 and 60 percent respectively and Terengganu and Pahang however, score the highest for the Green leadership dimension at 59 percent.

8. Conclusion

Based on the results of the study as mentioned above, the following are suggestions to improve the management of green quality of work life for public organizations in the Eastern Zone state of Malaysia.

8.1. Green Job Satisfaction

The results show that green job satisfaction is still at an acceptable level of 60 per cent, which is moderate. Therefore, management and employees need to sit down on the aspects of job satisfaction dimensions in order to improve job satisfaction, workplace safety and space and think of the opportunity for employee to build a career in the organization. All these elements are important for the harmony of employee life and also the employer.

8.2. Green Salary

The green salary dimension shows that the average total score of 60 percent is also moderate in terms of employee perceptions. Organizational management, therefore, needs to reflect on efforts to increase employees' salaries with rewards, remuneration and incentives that complement the needs and wants of workers in the face of current economic pressures and challenges.

8.3. Green Supervisory Support

Green supervisory support shows that the results of the study were within the medium range of 60 percent. Supervisors or leaders need to further assist subordinates with effective communication, guidance and assistance in terms of knowledge and skills so that employees feel good and secure in the supervisory support.

8.4. Green Social Relationship with Management and Colleagues

The results show that the overall average total score for green social relationship with management and colleagues is only at the level of 56 - 58 percent. Therefore, public sector organizations need to strengthen the information that needs to be disseminated to employees more clearly and accurately related to green management. The relationship between bosses and staff needs to be more positive and lead towards high professionalism to give employees the confidence to work and be proud of the organization.

8.5. Green Training and Development

The results show that the average total score for green training and development is at the level of 56 percent - 59 percent for the three states in the east which is a moderate level. Therefore, it is suggested that the training and development system for green management should be strengthened in terms of training, training incentives, training methods and skills in green management.

8.6. Green Team-Based Practices

Based on the results of the study shows that the average total score for green team based practices is in the middle position with 54 percent lowest and 60 percent at the highest level. Therefore, improvements need to be made in terms of working group cooperation, skills and information dissemination for working groups more effectively to ensure that green management can be practiced successfully

8.7. Green Leadership

Based on the results of the study shows that the average total score for green leadership is in the middle level with the average total score is between 56 percent to 59 percent. It is hereby recommended that group leaders, department heads and management pay attention to aspects of leadership style accepted by employees, have communication skills, problem solving and crisis, encourage employees and also together employees build a strong image of the organization in aspects of green management

Conclusions: In conclusion, the study of green quality of work life gives an insight to organizations involved in the study and all other public organizations in general that green quality of work life needs to be given attention so that workers can work in peace, happiness, security and harmony in the workplace.

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