

Public Relations Role of Government-Linked Companies in Green Purchase Behaviour: A Case Study on Felda Global Ventures Holding Berhad and Petroliam Nasional Berhad.

AZIZAH WAHID

Master Student, School of Communication,
Universiti Sains Malaysia 11800 Pulau Pinang

JAMILAH HJ AHMAD

Assoc. Prof., School of Communication,
Universiti Sains Malaysia, 11800 Pulau Pinang
Email: jahmad@usm.my
Tel: +604-653 3603

Abstract

In this modern era of public relations field, green is a fundamental guideline to promote strategies and practices. Government promotes strategies to boost more environmentally sustainable consumption patterns. It is necessary for the public relations practitioners to communicate effectively in order to influence green purchase behaviour among public. The purpose of this research is to examine the role of public relations in Government-linked Companies (GLCs) in communicating information on its green initiatives and strategies towards influencing green purchase. This paper also investigates the practitioners' perceptions on green products and the level of understanding on green purchase behaviour factors. Data were collected from ten public relations practitioners from Petroliam Nasional Berhad and Felda Global Ventures through in depth interviews on their roles in promoting green purchase behaviour. The results obtained indicate that the public relations practices of both companies have partially fulfilled the Excellence Theory Principles, which integrate the practices of communication technician and communication facilitator as their public relations roles. Thus, this study concludes that the public relations practitioners' roles in GLCs are not effective enough to influence green purchase behaviour towards public.

Key Words: *Public Relations, Green Public Relations, Green Purchase Behaviour, Excellence Theory Principles, In-depth Interview.*

Introduction

Public Relations Society of America, PRSA (2012) defines public relations as strategic communications process that profit both organisations and its publics. The field of public relations is now established as a recognised profession where most of organisations need public relations to communicate efficiently on company's business strategies and directions to their stakeholders, as stakeholder's interest is the organisation's interest. The practise of public relations and industry in Malaysia are fast progressing and maturing (Idid, 2004). Among the new interests and issues in organisations is the green issue where businesses and companies are taking the green issue as their new business strategy. This is in line with the global concern over the environment that has encouraged innovation to be more tailored to be 'green'. The 'green' term is commonly used to describe products or services that strive to enhance the natural

environment through resources and energy conservation and to reduce the usage of toxic agents or waste pollution (Ottoman, Stafford & Hartman, 2006). There are companies that are aggressively promoting green campaigns in building eco nation to propagate Malaysian not only to be eco-conscious but also to embrace a green lifestyle. Thus, many companies are practising and promoting environmentally friendly or better known as green products, services, activities and initiatives as part of their social responsibility. Therefore, in promoting this new green agenda, companies including government and government-linked companies need to address changes in socio-demographic to keep ahead of the market place competition.

This study analyses the role of public relations in two Government-linked Companies (GLC), Felda Global Ventures Holding Berhad (FGV) and Petroliam Nasional Berhad (Petronas) in implementing green initiatives that can lead to influence green purchase behaviour among public. Government-linked companies are defined as companies that operate directly under Malaysian Government direction which basically have a commercial objective. GLCs, which account 36% of the market capitalisation of the Malaysian share market has significant impact in the economic growth (Mokhtar, 2005). Meanwhile, in order to achieve its twin goals of business profitability and socially responsible corporate behavior, GLCs in Malaysia struggle with challenges in economy (Abang Nawawi Dahlan, 2009).

Petronas is Malaysia's National Petroleum Corporation that is authorised with the entire ownership and control of the petroleum resources in the country and owned by the Malaysian government. However, FGV is a globally integrated, diversified agri-commodities based in Malaysia with operations in 10 countries and engaged in three main business segments that includes plantation business, downstream business and sugar business.

To spur the green purchase behaviour, public relations practitioners are tasked with these new challenges in communicating green agendas and how it could influence the public. According to Hamdan (2004), organisations that want to promote image, reputation and high favourable visibility to create desired impact must employ public relations practitioners who are professional, ethical and experienced in the field.

Public Relations and Communication Strategy

Communications is central to public relations. According to Cutlip and Center (2009), public relations practise is described as a deliberate, well-planned and on-going effort to sustain good relationship between organisations and their stakeholders (Cutlip & Center, 2009). It is also the management's function that establishes and maintains the positive rapport between an organisation and its stakeholders. To empower and maintain the good relationships with the stakeholders, public relations practitioners need to resolve conflicts of interest by seeking a common ground or areas of mutual interest through two-way communication approach.

Public relations provide instruments and tools to enable success through the creation of communication strategy. More companies and corporate communicators are looking beyond marketing and advertising, producing sustainability reports, handling campaigns, and also engaging in dialogues in order to cultivate trust among stakeholders, advocacy groups and sceptical green consumers (Bernhart & Slater 2007; Prexl & Signitzer 2006). According to David M. Dozier (1995), communicators can build excellent communication programmes when they have the knowledge to do so. Dominant coalitions help them build such programmes by sharing an understanding of the communication function and by demanding excellence. The performance of communicators – the delivery of two-way communication managed strategically completes the linkage.

Furthermore, it is also important to know how the public especially the stakeholders of their organisation perceived green products. Based on public perception as a guideline, public relations practitioners will be strategising the right programme in order to persuade and to promote green behaviour.

Consumer Perceptions on Green Products

According to Golnaz, Phua, Zainalabin and Md Nasir (2012), perceptions and intentions among Malaysian consumers with ongoing green socio-demographic variables include education levels and age play significant roles on consumers' perceptions as well as their attitude become environmentally friendly. Subjective norms (environmentalist and the green society) are also found to be the important determinants of consumers' intention to go green. Moreover, Roberts (1996) stated that consumers who are environmentally conscious are presumed to practice green consumer behavior. Hence, majority of them believe that proper ecological activities can tackle environmental issues (Roberts, 1996).

The perceived importance of the environment is related to consumers' expression of environmental consciousness which become the primary indicator for attitudes towards environmentally compatible behaviour (Laroche et al., 2001). McCarty and Shrum (1994) have listed several dimensions of consumers' attitudes towards the environment, which is explained in figure 1.

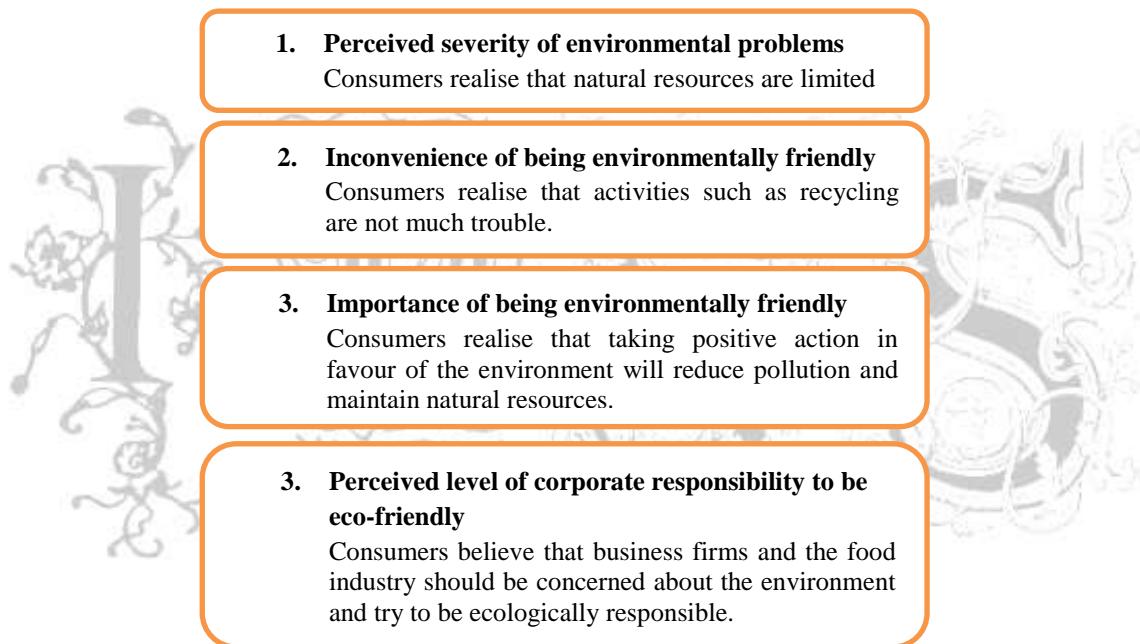


Figure 1: Dimensions of consumers' attitudes towards the environment (McCarty & Shrum, 1994).

According to Mainieri et al. (1997), environmental concerns have been found to predict one's willingness towards adopting a pro-environmental orientation towards purchasing green products and conserving resources. Perceived Consumer Effectiveness (PCE) is implemented in order to gauge an individual's willingness towards the environment. PCE refers to the extent in which individual believes that their actions have significant impact in solving a problem because they make an evaluation of themselves in the context of the issue (Berger & Corbin, 1992). However, Ellen et al. (1991) proved that PCE for environmental issues concerning consumer behaviours toward green purchases may not easily be translated into pro-environmental behaviours. Individuals who has a strong belief will consider that their environmental awareness will not result in good outcomes will take part in these behaviours to support their environmental concerns (Ellen et al., 1991).

Consumer Green Purchase Behaviour

Green purchasing is a term to describe an environmentally consciousness and preferable purchasing. It is also refers to an environmental consideration in obtaining services and goods. Wahid, Rahbar and Shyan (2011) defined green purchase behaviour as the consumption of products which contribute to the enhancement of environmental quality, sensitive to environmental issues and recyclable or conservable (Wahid, Rahbar & Shyan, 2011). Green purchase behaviour is defined as an act of consuming products that are environmental friendly, conservable, and responding to environmental concern (Lee, 2009).

Nowadays, majority of consumers have realised that their purchasing behaviour had a direct impact on environment. Therefore, the “new millennium era” has witnessed that consumers have increased awareness and become more responsible in their purchase behaviour to tackle ecological and environmental issues. In the past decade, consumers are becoming more aware on environmental problems particularly in United State and Europe (Lee, 2008). Gurau and Ranchhod (2005) stated that the emergence of green consumerism has started gradually in the Asian region. Recently, Asia has becoming one of the primary targets for international marketers due to the increasing awareness of the alarming environmental degradations among Asian consumers (Harris, 2006). Li and Su (2007) believed that the vigorous economic growth in Asia has led to a financial empowerment towards consumers in Asia. Today’s generations are more willing than the previous generations to pay more on green products or services.

However, a study showed that there is the lack of attitude of green purchase behaviour in Malaysia (Nor Azila & Azli, 2012). Nor Azila and Azli (2012) stated that Malaysia as a developing country that is facing great challenges in ensuring a balance between development and environmental sustainability, an on-going education and promotion to encourage Malaysians to embrace green lifestyle by advocating green purchases is inevitable. Therefore, it is crucial to identify the green purchase intention of customers in order to understand their green purchase behaviour. Purchase intention is one of factors to predict consumers’ behaviour (Fishbein & Ajzen, 1975).

Sinnappan and Azmawati (2011) have discovered the best predictor for green purchase behaviour which consists of attitude, responsibility, and concern towards the environment, governments’ role, perceived seriousness of environmental problem and effectiveness of environmental behaviour. In addition, Mohd Reza et al. (2012) confirmed that consumer belief, social pressure, attitude towards the environment and the quality of green products are influenced the green purchasing intention of young Malaysian consumers.

Therefore, this study is aimed at identifying the public relations roles in communicating their green initiatives, which can influence purchase behaviour. The objectives of this study are listed below;

- To understand the perceptions on green products by GLCs
- To discover GLCs level of understanding on factors that can influence green purchase behaviour.
- To examine the role of public relations in GLCs in communicating information on its green initiatives, strategies and activities towards influencing green purchase.

Research Methodology

The method used in this study is the qualitative approach. An in-depth interview is suitable because of its ability to obtain sufficient information for the research. The purpose of in-depth interviewing is not to get answers in relation to the questions, nor to test hypotheses, and not to ‘evaluate’ as the term is normally used, the root of in-depth interviewing is an interest in understanding the live experience of other people and the meaning they make of that experience (Seidman, 2006). The respondents consist of ten public

relations practitioners from Petroliaam Nasional Berhad (Petronas) and Felda Global Ventures Holding Berhad (FGV). The sample of the research is chosen using purposive sampling.

Table 1: List of respondents

Petronas Participants	FGV Participants
Management Head of Petronas Chemicals	Senior Public Relations Manager FGV
Senior Public Relations Manager of Petronas	Public Relations Manager- Marcom FGV
Public Relations Manager of Petrosains	Public Relations Manager- Felda
Senior Management Head of Petronas Chemical	Public Relations Manager- Branding FGV
Management Head of Petronas Power	Senior General Manager of FGV

In this study, structured interview questions were developed to conduct the interview. The interview questions were developed based on the research objectives. The questions are also designed to allow the respondents to respond to as much pertinent data as possible to open-ended questions. The interview questions focused on topics related to their perceptions on green products, green purchase behaviour, green initiatives by Government- linked Companies and the public relations practitioner's roles. The average length for an interview was one and a half hours. The interviews were recorded and the data gathered from the respondents was then transcribed and evaluated for identification of their green purchase behaviour.

Results and Discussion

Orientation of the results and discussion in this study are presented based on the three research objectives.

To understand the perceptions on green products by GLCs.

The results of this study indicated that their perceptions on green products are high by virtue of the green technology business that the GLCs are involved in. Their perceptions are found to be strongly influenced by the compliance to global environmental standards and the European legislation. Majority of the respondents agreed that they have to conform to international standards and government regulations on the emission limits as per Environmental Impact Assessment (EIA). In regards to global pressure, both companies (Petronas and Felda Global Ventures Holding Berhad) agreed that they have to comply with government regulations on green products to satisfy social expectations and needs. Furthermore, governments and the World Energy Council (WEC) are developing and implementing wide-scale green efforts that supply the needs of society through indefinite approaches without depleting natural resources (Kamaruddin, Mohd Fazli, Md Nor Hayati, Ismi & Norhana, 2011).

In addition, both Petronas and FGV participants stated that their companies comply to the standard of sustainable green business practices and supply chain so that they can be seen as a green company. FGV, on the other hand confirmed that the company by itself is already a green establishment. From the interviewing sessions, several comments that illustrated the sustainable green business views of both GLCs are as follow:

Petronas P2 : *"Looking at our social performance, our business has no impact on the environment, health, livelihood of people and the societal impact".*

FGV P2 : *"The establishment of the company is already a green and sustainable business".*

Both Petronas and FGV participants agreed that they also viewed their sustainable green business through the perspective of Corporate Social Responsibility (CSR). This strong influence on CSR is reflected on their claims that the existence of their business is to initially eradicate poverty as a result of their strong CSR agenda.

On the other hand, green practices is also another key perception on green products stated by both Petronas and FGV. Petronas is looking at optimising its resources throughout the product life cycle and proficiency in terms of managing their bottom line through their green efforts, green practices and R&D. Similarly, with FGV, their role in safeguarding or preserving the environment by placing priority on green initiatives and practices is to ensure that their sustainability can contribute to their profits like what they are experiencing now.

Meanwhile, Petronas also perceived green image as one of the dimensions for green products because they need to soften their image of basically extracting natural resources and also the negative publicity from oil spillage and carbon emissions that is associated with most oil companies. Therefore, Petronas placed priority on portraying a green image to the eyes of the public and its stakeholders. FGV however, perceived higher value and greatest priority on green products that propagated their stand on their business existence of utilising every available resources including converting waste to renewable energy. Both Petronas' and FGV's perception on green products are also built around the dimensions of environmental resources such as products that can be converted from fuel to energy and waste to renewable energy. These factors not only ensure the sustainability of their business but also contribute to the well-being of their stakeholders, the conservation of the environment and corporate social responsiveness, where they conduct their businesses. These concepts of green practices and sustainable businesses concurred with what was discussed by McDough and Prothero (1996).

In short, both Petronas and FGV declared that their green initiatives have so far been successful. Petronas' success is driven by their technology and drive in shifting public consumption from oil to gas and now looking into solar while FGV's success is contributed by keeping to their corporate values of 3Ps, which are People, Profit and Planet to ensure the sustainability of their business.

To examine GLCs level of understanding on factors that can influence green purchase behaviour.

The results of this study indicated that majority of the participants' assertion that their level of understanding on green purchase behaviour is high. Besides, GLCs understanding on factors that can influence green purchase behaviour were contrasting from participants holding different roles in the organisations between management heads and public relations practitioners. At the management level, both FGV and Petronas see themselves as a leader in propagating green purchase behaviour through the magnitude of their business. However, one of the respondents from Petronas (P5) and FGV (F3) shared different views related to green purchase behaviour.

Petronas P5 : *"Purchase is not the monetary but rather the value of anything you are doing in a different way. Becoming part of the culture of the organization, we try to maximize the usage of available resources and also to minimize purchases of other things".*

FGV F3 : *"As a corporation, buying decisions for now is the same as the old buying mentality which it is about the cost".*

Moreover, majority of the respondents equated their level of understanding based on three factors, which are awareness and education; government policy enforcement; and balancing cost supply chain. Majority of Petronas and FGV participants agreed that awareness and education can influence green purchase behaviour. At the corporate level in Petronas and FGV, the level of understanding on green purchase behaviour is evidently shown through their knowledge and awareness on this matter and due to their high investments in green technology and research as stated by their senior management. On the corporate level for Petronas and FGV, the awareness on green purchase behaviour is evident through their adherence on green practices, high investments on green technology and advocating strong CSR programmes as indicated

in their substantial allocation for CSR, which resonate the explanation by Webster and Wind (1996) on organisational purchase behaviour.

Meanwhile, respondent F2 from FGV suggested education on green products and environmental sustainability be made available and communicated to the public as the level of awareness on green is still low among Malaysian. This is based on the perspective of Theory of Planned Behaviour principle that individual are prone to use available information to take an action (Belleu et al., 2007). It is perceived that the more knowledge and understanding one has on the green products, the more easily marketers can promote to this segment of consumers.

In addition, three participants from FGV (F1, F2 and F5) and two participants from Petronas (P4 and P5) viewed government policy and enforcement as a necessary factor that can help influence green purchase behaviour. On government policy and enforcement, FGV participants suggested tax rebates and other incentives that can encourage people towards green purchase.

Furthermore, cost is one common factor that can influence green purchase behaviour mentioned by all participants but in different perspective and understanding. Public relations practitioners from both Petronas and FGV viewed cost as the old mentality and attitude from consumers that green products are more expensive where Asians by and large are still not willing to pay a premium for such products. However, the management of both companies viewed cost on different perspectives based on the business operations. Petronas viewed cost as a challenge for them to balance against supply and demand especially in dealing with less developed markets while FGV viewed cost on the perspective of economies of scale as green technology in Malaysia is still at the developmental stage and green product may be a bit costly.

To examine the roles of public relations practitioners in GLCs in communicating its green initiatives, strategies and activities towards influencing green purchase behaviour.

This study showed that the management from Petronas perceived public relations roles as a change agent, to educate the public, managing perception and reputation, and convey correct information and act as a spokesperson. According to the Public Relations Excellent Theory, this study proved that most of public relations practitioners in both GLCs played the four main roles, which are expert prescriber, communication facilitator, and communication technician.

A respondent from Petronas (P2) and FGV (F1) respectively assumed that their roles as a change agent or playing the role as expert prescriber in nurturing awareness in terms of shaping and managing people's perception. Below are the comments from respondents (P2) and (F1):

Petronas P2: *"Our roles include engaging with like-minded organisations consumer associations to propagate the idea of smart energy consumption"*.

FGV F1 : *"Significant roles in trying to change the public's perception in engaging sustainable behaviour"*.

In this regard, a participant from Petronas senior management viewed that public relations practitioners should play the role of expert prescriber by being able to connect well with the business and to be assigned to a project before execution and not as and when public relations is called in only when needed.

All FGV participants and one management head from Petronas stated that public relations role is to disseminate information or play the role of communication facilitator to educate and communicate to both internal and external stakeholders on company's product or services. The role of communication facilitator also includes the role of role-solving for effective communication and active collaboration with

stakeholders. Active participation in collaborative resolving problem and communication process will lead to a great management (Dozier & Broom, 1995).

On the other hand, all of the respondents from Petronas and FGV acknowledged that their role as communication technician requires them to identify news angle and do write-ups on the company's product and services in order to prepare press releases. The public relations practitioners from FGV are seen to play the role as communication facilitator and communication technician through their active approaches in promoting and sharing their green information and initiatives to their stakeholders especially the local and foreign media.

However, the FGV senior management believes that public relations should assume bigger roles instead of just being a communication technician handling media and preparing press releases. Public relations must be more creative in designing their communication programmes or activities to ensure an impactful result and not just suffice with write-ups alone on any activities undertaken.

FGV management also viewed public relations role as not structured and lack in understanding on company's strategy on green initiatives due to lack of interaction with other function groups such as the green implementers. A cohesive integration and recognition on public relations role in bridging the gap with other functional groups in developing a strategic plan together should be seriously considered and adopted. The senior management of both companies expects that in order to be more effective and strategic in this field, public relations practitioners should integrate and collaborate with more functions as outlined in the Public Relations Excellence Theory.

Communication plan is an important tool for public relations practitioners design their activities in line with company's business strategies, direction and supported with budgeting and measurement. To be a strategic communicator, it is a daunting and challenging pursuit. In order to communicate effectively a practitioner should understand the business well and the practitioner would also be expected to be involved in strategic management.

Many forms of tools have evolved from the last decade that make practitioners role even more challenging. This study showed that a senior management from FGV viewed that practitioners should look into new approaches or use different mediums as their communication tool in disseminating information to their target audience besides using traditional media. Meanwhile, practitioners from Petronas stated that they integrate their communication tools like social media for example Facebook and Twitter to influence the mind of the greater public.

This study also found that, as practitioners in GLCs, the strategies of public relations is very much influenced by corporate social responsibility (CSR). CSR in both Petronas and FGV are wide ranging involving activities such as strengthening collaboration with local communities, engaging good relationship with employees, customers and their families, involvement in socially sensitive investment, and cooperate in activities for environmental conservation and sustainability. At FGV, CSR is handled by Felda Foundation. According to FGV (F3) participant, although they are involved in a few CSR related activities, the basis of CSR is already within the organisation. All in all, it is asserted that public relations practitioners from both GLCs may need to relook at their professionalism level or be accredited for better credibility in the profession.

Conclusion

Overall, this study concluded that public relations practitioners in both GLCs played a combination of roles from communication technician, communication facilitator, expert prescriber, to problem-solving

facilitator. Hence, this study indicates that the primary concern of both GLCs is their roles in the community and the projected image of the organisation in the public eye.

Furthermore, this study concluded that compliance and value are the two main variables for GLCs perceptions on green products. Compliance is a prominent element in their perception on green products. The green consciousness has grown and spread to Asia and particularly in Malaysia in recent years. This has led to the Malaysian government in taking initiative to set up the Ministry of Green Environment (KeTTHA) and formulate policies to promote green technology, green products and green businesses.

Government-linked companies have emerged strongly to support and led the government initiatives to take advantage of the abundance of green resources and along the way they have developed their own technology to convert waste to renewable energy, for example the biogas and biomass by FGV for sustainable business.

This study also revealed, enforcement, education and awareness are among prominent factors that can influence green purchase behaviour. From this study, both organisations shared the opinion that consumers in Malaysia have not reached the level of purchase behaviour as compared to European consumers. While the level of understanding on green technology is high, which can be seen by the development and commitment on green technology and initiatives, the green purchase behaviour is not replicated by the internal public at the departmental and individual level. Procurement for departmental and individual placed priority on functionality over green attributes. Thus, it can be viewed that enforcement and compliance have to work in tandem.

From this study, it can be concluded that the public relations practitioners' role in GLCs is not effective to influence the purchase behaviour on an individual basis to their internal stakeholders as the social pressure to dictate purchase behaviour is not apparent enough. Public relations practice in FGV is seen as less strategic as their roles are mainly focused on communication facilitator and technician and is not effective in influencing the purchase behaviour on an individual basis to their internal stakeholders. And apparently, as the social pressure in encouraging purchase behaviour are no more better, it is in a way a manifestation of the role and character of the company. . Meanwhile, Petronas public relations showed a slightly more strategic function with the empowerment in the dominant coalition in the management level and may have achieved some influence in the organisational purchase behaviour in view of their participation in the dominant coalition.

References

- Ajzen, I., & Fishbein, M. (1975). Belief, attitude, intention and behavior: An introduction to theory and research. 53-89.
- Belleau, B., D. (2007). An investigation of the effects of environmental claims in promotional messages for clothing brands. *Marketing Intelligence & Planning*, Vol. 25 (7), 772 - 788.
- Berger, I. E., & Corbin, R. M. (1992). Perceived consumer effectiveness and faith in others as moderators of environmentally responsible behaviors. *Journal of Public Policy & Marketing*, 79-89.
- Berhart, M., & Slates, A. (2007). How sustainable is your business. *Communication World-San Francisco*-, 24(6), 18.
- Cutlip, S. & Center. A., (2009). *Effective public relations*. 10th Edition. Upper Saddle River New Jersey: Pearson Education Inc.
- Dahlan, A. N. (2009). *The Critical Success Factors for the Effective Performance of Malaysian Government Linked Companies* (Doctoral dissertation, College of Management, Southern Cross University).
- Dozier, D. M., & Broom, G. M. (1995). Evolution of the manager role in public relations practice. *Journal of Public Relations Research*, 7(1), 3-26.

- Ellen, P. S., Wiener, J. L., & Cobb-Walgren, C. (1991). The role of perceived consumer effectiveness in motivating environmentally conscious behaviors. *Journal of Public Policy & Marketing*, 102-117.
- Golnaz, R., Zainalabidin, M., Mad Nasir, S., & Phuah, K. T. (2011). Demographic and attitudinal variables associated with consumers' intention to purchase green produced food in Malaysia. *International Journal of Innovation Management and Technology*, 2(5), 401-406.
- Gurau, C., & Ranchhod, A. (2005). International green marketing: a comparative study of British and Romanian firms. *International marketing review*, 22(5), 547-561.
- Hamdan, A. (2004). *Government Public Relations: Persuasion, personality and power*. Kajang, Selangor: Asian Public Relations Academy.
- Harris, P. G. (2006). Environmental perspectives and behavior in China synopsis and bibliography. *Environment and Behavior*, 38(1), 5-21.
- Idid, S. A. (2004). Public Relations in Malaysia its Colonial Past to Current Practice. *Sriramesh, K.(2004). Public Relations in Asia. Australia: Thomson Learning Pte Ltd.*
- Kamarudin, A., Mohd Fazli, M., Md Nor Hayati, T., & Ismi, R. (2011). Green technology readiness in Malaysia: Sustainability for business development. *2nd International Conference on Business and Economic Research* (pp. 1120-1129). Melaka: 2nd ICBER 2011 Proceeding.
- Laroche, M., Bergeron, J., & Barbaro-Forleo, G. (2001). Targeting consumers who are willing to pay more for environmentally friendly products. *Journal of consumer marketing*, 18(6), 503-520.
- Lee, K. (2008). Opportunities for green marketing: Young consumers. *Marketing intelligence & planning*, 26(6), 573-586.
- Lee, K. (2009). Gender differences in Hong Kong adolescent consumers' green purchasing behavior. *Journal of consumer marketing*, 26(2), 87-96.
- Li, J. J., & Su, C. (2007). How face influences consumption: A comparative study of American and Chinese consumers. *International Journal of Market Research*, 49(2), 237.
- Macdonagh, P., & Prothero, A. (Eds.). (1997). *Green management: a reader*. Harcourt Brace & Company Limited, London, United Kingdom: Dryden Press.
- McCarty, J. A., & Shrum, L. J. (1994). The recycling of solid wastes: Personal values, value orientations, and attitudes about recycling as antecedents of recycling behavior. *Journal of Business Research*, 30(1), 53-62.
- Mokhtar, A. (2005). The Malay way of business change. *Economist*, 376(8440): 50.
- Muhammad Reza, Mohammad Sadeghi, Amirezza, Norsida and Hamidreza, (2012): Emerging green product buyers in Malaysia: The profiles and behaviors. *Clute Institute International Conference*, June.
- Nor Azila, M., Norsiah, M., Nor Azwa, M., Che Zuraina, J., Hayatul, S. S., & Azli, M. (2012). Emerging green product buyers in Malaysia: The profiles and behaviors. *3rd International Conference on Business and Economic Research (3rd ICBER 2012) Proceeding*, (pp. 2680-2693). Bandung, Indonesia.
- Ottman, J. A., Stafford, E. R., & Hartman, C. L. (2006). Avoiding green marketing myopia: ways to improve consumer appeal for environmentally preferable products. *Environment: Science and Policy for Sustainable Development*, 48(5), 22-36.
- Pickett-Baker, J., & Ozaki, R. (2008). Pro-environmental products: marketing influence on consumer purchase decision. *Journal of consumer marketing*, 25(5), 281-293.
- Prexl, A. (2006). Corporate sustainability communicaitons: Aspects of theory and professionalisation. *Conference Paper for the International Communication Association*, 1-23.
- PRSA. (2012). *What is public relations? PRSA's widely accepted definition*. Retrieved July 31, 2014, from Public Relations Society of America: http://www.prsa.org/aboutprsa/publicrelationsdefined/#.U_n2q2N5G70.
- Roberts, J. A. (1996). Green consumers in the 1990s: profile and implications for advertising. *Journal of business research*, 36(3), 217-231.
- Seidman, I. (2012). *Interviewing as qualitative research: A guide for researchers in education and the social sciences*. 3rd edition. New York: Teachers college press.

- Sinnappan, P., & Rahman, A. A. (2011). Antecedents of green purchasing behavior among Malaysian consumers. *International Business Management*, 5(3), 129-139.
- Wahid, N. A., Rahbar, E., & Shyan, T. S. (2011). Factors influencing the green purchase behavior of Penang environmental volunteers. *International Business Management*, 5(1), 38-49.
- Webster, F. E., & Wind, Y. (1996). A general model for understanding organizational buying behavior. *Marketing Management*, 4, 52-57.

