

COMMUNICATING ENVIRONMENTAL SUSTAINABILITY IN MALAYSIA: A CASE STUDY

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Abstract: Environmental issues have gained more prominent attention from the public and media. Communicating environmental issues helps creating awareness and understanding on environmental sustainability among the public. In particular, the appropriate channel used for communicating environmental sustainability is one of the factors that will help public to be more aware of environmental sustainability. This study aims to explore employees' perspective on the communication of environmental sustainability initiatives by company S in Malaysia and as well as to identify employees' preferred channel used for receiving information about environmental sustainability. The objectives of this study are (1) to measure the knowledge level of employees on environmental sustainability; (2) to assess the awareness level of employees on communications of environmental sustainability initiatives by the company; (3) to identify employees' preferred channel used for receiving information on environmental initiatives; and (4) to investigate the reasons for using the preferred channels for receiving information on environmental sustainability. An online survey was conducted with employees of Company S in Malaysia. The results revealed that the employees have sufficient knowledge on environmental sustainability; they have high awareness on the environmental sustainability initiatives organised by the company; and finally, email is employees' preferred channel in receiving information about environmental sustainability because it is convenient, environmental-friendly and readily available. This study concludes that the employees perceived that environmental sustainability is very important and online tools

especially email is the future practice of environmental sustainability communication.

Keywords: Awareness; communication channel; employee; environmental sustainability; environmental sustainability communications

INTRODUCTION

Many environmental professionals and scholars hold the view that environment is important to corporations. With the increased interest in environmental sustainability shown by corporate stakeholders, it has driven the growth in educating the public through various types of communications. Thus, a growing number of companies have begun to exhibit their efforts in communicating effectively with stakeholders on environmental initiatives. As a result, numerous studies have been conducted to examine the communication of environmental information, environmental sustainability as well as environmental disclosures and reporting (Goodland, 1995; Polonsky et al., 1998; Wheeler and Elkington, 2001; Cerin, 2002; Sutton, 2004; UNEP, 2005; Nath, 2008 and Ahern, 2009).

The Brundtland Commission has defined sustainability as "the development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland report, 1987). John Elkington (1994) on the other hand has coined the concept 'triple bottom line' as the three key elements of sustainability – environment, economy and society. The triple bottom line serve as a framework for encouraging institutional concern about sustainability and all three elements need to be in balance for a company to

attain long-term viability. Thus, some scholars have taken the initiative to define environmental sustainability in their research for a better understanding of the term environmental sustainability (Goodland, 1995; Sutton, 2004; and Nath, 2008).

Goodland (1995) defined environmental sustainability as the maintenance of natural capital. His paper concluded that the "paths leading to environmental sustainability in each country or sector will differ; however, the goal of maintaining environmental sustainability remains constant" (Goodland, 1995, p. 20-21). Another definition by Sutton (2004) is the "ability to maintain things or qualities that are valued in the physical environment" (p. 1). Finally, Nath (2008) in this research defined environmental sustainability as "the integrity of earth's natural environmental capital and life-support systems" (p. 472). These definitions serve as the benchmark for measuring employees' level of knowledge on environmental sustainability in the present study.

Substantial research has been conducted on corporate social responsibility (CSR) reporting in general in Asia, including Malaysia since 1980s by Andrew, Gul, Guthrie and Teoh, 1989; Zakaria, 2002; Nik Ahmad, Sulaiman and Siswanto, 2003; Mohd Ghazali and Weetman, 2006; Mohd Ghazali, 2007; Tee, Roper and Kearins, 2007; Amran and Devi, 2008; Mohd Aini and Sayce, 2010, however, there are only limited studies conducted on environmental communication and reporting (Thompson and Zakaria, 2004; Sumiani, Y., Haslinda, Y. and Lehman, G., 2007; Abdullah, Husain and Husin, 2009; Sawani, Muhamed Zain and Darus, 2010). More specifically, there is no extant study on employees' perspective on the channel use for communicating environmental sustainability. This paper aims to fill the gap of knowledge by investigating employees' perspective on the preferred channel used for receiving environmental sustainability initiatives. By understanding the employees' preferred channel used for receiving environmental sustainability initiatives, it will assist the company to better improve their communication of environmental sustainability to their employees.

Objectives of Study and Research Questions

The purpose of this paper is to explore employees' perspective on the channel used by company S in Malaysia for communicating environmental sustainability initiatives. The objectives include (1) measuring the knowledge level of employees on environmental sustainability; (2) assessing the awareness level of employees on communications of environmental sustainability initiatives by the company; (3) identifying employees' preferred

channel used for receiving information on environmental initiatives; and (4) investigating the reasons for using the preferred channel for receiving information on environmental sustainability. Insight gained from such a study would be useful for companies to communicate effectively their environmental sustainability initiatives to employees.

The following research questions form the basis of this study. They are (1) What is the employees' level of knowledge on environmental sustainability?, (2) What is the employees' level of awareness on the company's environmental sustainability initiatives and activities?, (3) Which communication channel is preferred for receiving information on environmental sustainability initiatives?, and lastly (4) Why do the employees preferred to use the channel for receiving information on environmental sustainability initiatives?

LITERATURE REVIEW

Channels of Communication

Companies use various types of channel for communicating with the employees. The selection of channels is based on how effective they are in achieving the bottom-line of the business goal and how they fit in a strategic internal communication process (Kalla, 2005). Traditional and online communication tools are two types of communication channel used for communicating with employees. Traditional communication tools comprise of written and face-to-face communication. The written communication is printed publication such as annual report, brochures, memorandum and newsletter. Face-to-face communication is a conversation that one has while faced to faced with the other party which enables a person to hear and see the non-verbal communication conveyed by the sender and respond with feedback straightaway (Lee, 2010). Online communications, on the other hand, are email, intranet, instant messaging, online chat rooms, e-forum, multimedia, databases, wireless network and social media (Miller, 2009).

Communicating effectively to internal stakeholders is a powerful way of creating awareness among employees on of the company's environmental sustainability initiatives. Looking at the availability of various communication media choices, most companies have utilise paper-based vehicles such as annual reports and stand-alone environmental report as a summary of a company's environmental footprints. More recently, technological advances and the continued increase in Internet access have led companies to use the Web as a reporting medium (Scott and Jackson, 2002). Thus, the present study aims to explore the communication of environmental sustainability initiatives by company S and employees' preferred channel used for receiving

information about environmental sustainability from the company.

Communicating Environmental Sustainability in Malaysia

Companies are increasingly anticipating the need to invest in sustainability and consider the environmental impact on business operations. It is imperative for companies to communicate their environmental initiatives to their stakeholders as well as recognise the importance of involving with sustainability for long term corporate success. Prior studies claimed that the reporting of corporate environmental reporting is in its infancy stage (Thompson and Zakaria, 2004; Sumiani, Y., Haslinda, Y. and Lehman, G., 2007). Thompson and Zakaria (2004) assessed the state of corporate social responsibility reporting, in particular, corporate environmental reporting, by scrutinising, using content analysis, the social and environmental disclosures found in the annual reports of Malaysia's 250 largest companies. The sample of study comprised 257 companies' annual reports for year ending 31 December 2000. The results revealed a low level of corporate environmental reporting due to the lack of government and public pressure, lack of perceived benefits and the widely held view that companies do not significantly impact on the environment (Thompson and Zakaria, 2004).

Sumiani, Haslinda and Lehman (2007) also conducted a content analysis of annual reports of the top 50 Malaysian public companies from various industries listed on the Bursa Malaysia in the financial year 2003. It is concluded that the level of extent of environmental information reported in Malaysian corporate annual reports is rather low as the examination of annual reports revealed that the companies studied only report environmental information either in general or in qualitative terms (Sumiani, Y., Haslinda, Y. and Lehman, G., 2007). Both Thompson and Zakaria and Sumiani, Haslinda and Lehman's studies are on content analysis of annual reports. The present study differs from previous ones as it focused on measuring employees' preferred channel used for communicating Company's environmental sustainability initiatives.

In another study, Abdullah, Husain and Husin (2009) have studied the website design of five environmental non-governmental organisations in Malaysia (ENGOM) using content analysis. The results show that "the ENGOM websites are relatively new, and make use of the second generation design and layout features including frames, embedded pictures, clear fonts and styles, sufficient graphics, no background colors and with clear white background. All pages, home page, and the other linked pages and layers (until fourth layer) incorporate color, and graphic

elements while deciding on the placement and the arrangement of materials. It is quite pleasant as the site is not overly saturated with facts and figures or pictures, or photographs" (Abdullah, Husain and Husin, 2009, p. 47). The researchers further suggest that future studies can focus on how users perceive the content on the site for further understanding the usability of the sites and the effectiveness in communicating the groups' missions and goals.

In spite of the growing research on environmental reporting and disclosures in Malaysia, there is only one exploratory research (Sawani, Muhamed Zain and Darus, 2010) which is rather similar with the present study as it investigated respondents' perceptions on reporting and assurance practices. Sawani, Mohamed Zain and Darus (2010) have conducted a study amongst the ACCA – Malaysian Environmental and Social Reporting Award (MESRA) 2007 participants through a combination of content analysis of annual reports, questionnaires and interviews with the personnel responsible for company's reporting and person in-charge on environmental and social activities. The findings revealed that sustainability reporting and assurance practices are observed as in an up-and-coming stage in Malaysia; most of the respondents disclosed conducting numerous environmental and social activities but most of them were not reported; while some of the respondent applied selective reporting particularly on information relating to information on monetary donation (Sawani, Muhamed Zain and Darus, 2010). The study by Sawani, Muhamed Zain and Darus (2010) focused on surveying the personnel responsible of company's reporting and their perception on reporting and assurance issues while; the present study surveyed the employees' preferred channel used for communicating environmental sustainability.

Today, environmental issues have gained more prominent attention from the public and media. Communicating environmental initiatives helps creating awareness and understanding on environmental sustainability to the public. Though researches shows the infancy stage of environmental reporting in Malaysia, however, the reasons which motivates Malaysian companies to communicate environmental sustainability initiatives are regulations set by the Malaysian government and Bursa Malaysia, stakeholders' benefits as well as the effects on organisational performance. With the emergence of communicating environmental sustainability by Malaysian companies, this study is to investigate the types of channels used for communicating environmental sustainability in a company and to determine employees' preferred channel for receiving the company's environmental initiatives.

Background of the study

Company S is a leading projects firm, with global capability in strategic consulting, engineering and project delivery. It operates in three regions: Asia Pacific, the Americas and EMEA (Europe, Middle East and Africa). Company S deploys 6,500 people from more than 40 offices while serving the Buildings and Infrastructure, Mining and Metals, Power and Energy and Water and Environment sectors. It is an Australian-based company. The office in Malaysia (Kuala Lumpur) is a regional office for Asia. It has a total of 243 employees (in March 2011) including 50 registered Professional Engineers and 100 other technical staff from four departments namely Functional, Water and Environment, Building and Infrastructure, as well as Power and Energy.

Company S has the sustainability policy with the vision to deliver projects that by their nature define what it means to be sustainable in terms of economic, social and environmental outcomes. The company is working to embed sustainability into each and every project, to the choices of projects to work on, and the clients they work with. This company is selected as the case organisation because sustainability is now central to everything they do and they believe the greatest impact they can make is in the delivery of sustainability principles through major projects around the world. Company S works on a diverse range of projects across a variety of industries, yet in all of these projects they aim for outcomes that consider the economic, social and environmental impacts of both their work and corporate footprint. The employees in Company S are from a diverse range of disciplines including engineers, planners, architects, economists, scientists, project managers, technicians and administrative staff. They really want to make a difference, and they have the will and skills to do that. Herewith, this study aims to investigate the perspective of employees in Kuala Lumpur office on the communication of environmental initiatives organised by the company.

In summary, the various environmental initiatives and activities organised by Company S are (1) World Environmental Day, (2) Earth Hour campaign, (3) Green Office Audit, (4) Commitment for carbon footprint reduction, (5) 'No Polystyrene Day', (6) Annual two-week recyclables activity, (7) Recycling milk tin, (8) Recycling dry cell, (9) Recycling other recyclable products such as milk carton, plastic, can and aluminium, (10) Recycling papers and reuse single-sided page, (11) Tracking paper use in the office, (12) Change and upgrade printing system using multi-function machine, (13) Recycling effort by People's Team, (14) Air travel reduction program, as well as (15) rEvolution sessions. These environmental initiatives and activities are combined

efforts of corporate initiatives in Australia and office level program by Company S in Malaysia.

Company S has used 13 channels in communicating their environmental sustainability initiatives to the employees. The channels used are (1) email, (2) HSEC notice board, (3) face-to-face briefing by HSEC committee section representatives, (4) face-to-face meeting with section head, (5) word-of-mouth among the employees/acquaintance, (6) video sharing session – video screening during lunch time, (7) new hire induction, (8) announcement and distribution of printed brochures and flyers about HSEC initiatives, (9) intranet, (10) Communicator, an instant messaging software, (11) corporate website, (12) electronic Asia newsletter, distributed bi-monthly for corporate initiatives, as well as (13) external publications such as mass media coverage.

MATERIALS AND METHODS

An online survey was used to gather the data. A descriptive survey attempts to describe current conditions or attitudes and have several advantages. They can be used to collect a large amount of data with relative ease from variety of people at a reasonable cost despite the disadvantage of using inappropriate wording or placement of questions within a questionnaire and selection of wrong respondents which can bias the result (Wimmer and Dominick, 2011). In addition, an online survey offers additional advantages such as no cost, no geographic limitations and no specific time constraints because respondents are able to complete the survey at their convenience within the research period provided (Wimmer and Dominick, 2011). However, there are two drawbacks of using online survey. Firstly, the researcher is not able to ensure that the person recruited for the study is actually the person who completes the questionnaire and secondly, there is no control over the data-gathering procedure which may have negative effects on the results gathered and the decisions made (Wimmer and Dominick, 2011).

Data Collection

An online self-completion questionnaire survey was conducted with employees of company S. An email with the survey link was sent on 1 March 2011 to a total of 243 employees, who were given a month to respond to the survey. The questionnaire consisted of 16 closed-ended questions of four sections. The respondents needed to provide demographic information (gender, age, education qualification, department and tenure of service in the company) in Section A; as well as answer questions on their knowledge and awareness level of environmental sustainability and environmental sustainability initiatives (organizer name, type of activity, purposes of activity, activity date, time and venue) in Section

B; employees' preferred channel for receiving information on environmental sustainability initiatives organised by the company in Section C; and employees' involvement in the initiatives carried out by the company in Section D. The questions in the questionnaire consist of multiple choices and statements that required the respondents to indicate their level of agreement using Likert scale ranging from strongly disagree (1) to strongly agree (5).

In order to measure employees' level of knowledge on environmental sustainability, the respondents are required to choose the definition which best shows their understanding on environmental sustainability. To assess their awareness level on environmental sustainability initiatives, they will need to indicate their level of awareness from very low awareness (1) to very high awareness (5) for 15 types of environmental sustainability initiatives organised by the company. To identify the employee's preferred channel used for receiving information on environmental sustainability initiatives the respondents were asked to indicate their preferred channels from 13 different choices; and to select the reasons for the preferred channel, the respondents are required to choose one reason from the eight choices provided. Finally, four questions in Section D were used to measure employees' participation in the company's environmental sustainability initiatives.

Data Analysis

By the end of one month on 31 March 2011, there were only 69 responses (29%) received with 35 completed survey. An email reminder was sent to the employees to motivate more participation and an extension of one month was given. On 30 April 2011, a total of 84 responses were gathered (34.5%), but only 58 (23.9%) responses were usable. The data from the online survey was analysed manually using descriptive statistics.

The survey sample comprised 44 males (75.9%) and 14 females (24.1%). The majority of the respondents are from younger age with 50% of them aged 26 to 35 years and 24.1% aged 36 to 45 years. The average age of the respondents is 32.1 years. 31% of the employees have served the company less than one year while 27.6% of them have been with the company for 1 to 3 years and 4 to 6 years. The average tenure of service is 3.9 years.

RESULTS AND DISCUSSION

Finding 1: Employees' Level of Knowledge on Environmental Sustainability

Research question one addressed the employees' level of knowledge on environmental sustainability definition. The definitions in Table 1 were from the definitions provided by scholars in the introduction of this study as well as from online resources.

Table 1: Employee's Level of Knowledge on Environmental Sustainability Definition

Definitions of Environmental Sustainability	Percentage (%)
A movement towards redesigning the way society's needs and wants are met so that they can be accommodated within the long-term carrying capacity of the environment.	34.5
Sustainability of the integrity of earth's natural environmental capital and life-support systems.	22.4
A long term maintenance of ecosystem components and functions for future generation.	15.5
To help save and protect the Mother Nature.	12.1
To maintain the earth, forest, river, coastal and physical environment.	8.6
The ability to maintain the qualities that are valued in the physical environment.	3.4
To reduce ecological footprint.	3.4

Table 2: Employee's Level of Awareness on the Company's Environmental Sustainability Initiatives/Activities

Environmental Sustainability Initiatives/Activities	Very Low (%)	Low (%)	Moderate (%)	High (%)	Very High (%)	N/A (%)	Mean
World Environmental Day (June 5 th) for year 2008 to 2010.	12.1	17.2	29.3	19.0	15.5	6.9	3.09
Earth Hour Campaign (March) for year 2009 and 2010.	1.7	3.4	15.5	37.9	41.4	0	4.14
Green Office Audit.	12.1	17.2	41.4	12.1	10.3	6.9	2.91
Commitment for carbon footprint reduction.	3.4	12.1	20.7	31.0	31.0	1.7	3.75
'No Polystyrene Day' on Fridays at KL office.	0	1.7	15.5	25.9	55.2	1.7	4.37
An annual two-week recyclables activity for year 2008 and 2009.	19.0	13.8	37.9	12.1	10.3	6.9	2.80
Recycling milk tin.	20.7	12.1	31.0	19.0	12.1	5.2	2.89
Recycling dry cell (Battery AA).	1.7	10.3	32.8	29.3	24.1	1.7	3.65
Recycling area for recyclable products (milk carton, plastic, can and aluminium).	8.6	8.6	15.5	29.3	36.2	1.7	3.77
Recycling papers and reuse single-sided page.	3.4	3.4	17.2	31.0	44.8	0	4.10
Tracking paper usage in KL office.	13.8	10.3	31.0	17.2	25.9	1.7	3.32
Change/upgrade printing system – multi function machine.	6.9	3.4	22.4	29.3	31.0	6.9	3.80
People Team's recycling effort.	17.2	15.5	22.4	20.7	22.4	1.7	3.16
Air travel reduction program (reduction of strategy program).	1.7	15.5	24.1	31.0	19.0	8.6	3.55
rEvolution sessions.	10.3	20.7	22.4	22.4	17.2	6.9	3.17

Table 1 summarise the employees' level knowledge on the definition of environmental sustainability. The findings show that the employees have sufficient knowledge about environmental sustainability as majority of the respondents were able to identify the definition of environmental sustainability provided. The employees' knowledge on environmental sustainability identified will help explained the level of awareness of environmental sustainability initiatives carried out by the company in finding 2.

Finding 2: Employees' Level of Awareness on Environmental Sustainability Initiatives Organised by the Company

Research question two addressed the employees' level of awareness on the environmental

sustainability initiatives carried out by the company as shown in Table 2. The various environmental sustainability initiatives mentioned were from prior interview conducted with the Health, Safety, Environment and Community (HSEC) executive of Company S.

Overall, there are three initiatives in which the employees have high level of awareness, namely 'No Polystyrene Day' on Fridays at KL Office (81.1%, mean=4.37); Earth Hour Campaign in March for year 2009 and 2010 (79.3%, mean=4.14); and recycling papers and reuse single-sided page (75.8%, mean=4.10). Six other initiatives in which the employees have moderate to high level of awareness are: recycling area for recyclable products of milk

Table 3: Employees' Most Preferred Channels for Receiving Information about Environmental Sustainability

Communication Channels	Respondents	Percentages (%)
Face-to-face meeting with section head	3	5.2
Word-of-mouth among colleagues	4	6.9
HSEC committee section representatives	2	3.4
E-mail	43	74.1
Electronic Asia newsletter	3	5.2
Video sharing / screening	1	1.7
Intranet	1	1.7
Company website	1	1.7

carton, plastic, can and aluminium (65.5%, mean=3.77); commitment for carbon footprint reduction (62%, mean=3.75); change or upgrade printing system using multi-function machine (60.3%, mean=3.80); recycling of dry cell (53.4%, mean=3.65); air travel reduction program (50%, mean=3.55); and tracking paper usage in KL office (43.1%, mean=3.32).

The three initiatives whereby the employees have moderate level of awareness are: People team recycling effort (43.1%, mean=3.16); rEvolution sessions (39.6%, mean=3.17); and World Environmental Day for year 2008, 2009 and 2010 (34.5%, mean=3.09). The remaining three initiatives and activities with low level of awareness are: recycling milk tin (31.1%, mean=2.89); green office audit (22.4%, mean=2.91) and annual two-week recyclables activity for year 2008 and 2009 (22.4%, mean=2.80).

The findings on employees' level of awareness on the environmental sustainability initiatives carried out by the company help provide insight for Company S to further improve the communication of the initiatives which has a lower level of awareness such as recycling activities and green office audit.

Finding 3: Employees' Preferred Communication Channel Used in Receiving Information about Environmental Sustainability by the Company

Results for research question three addressing employees' preferred communication channel in receiving information on environmental sustainability initiatives organised by the company was displayed in Table 3.

Table 3 shows that 43 respondents have chosen email (74.1%) as their most preferred channel for receiving information about environmental sustainability. In addition, four employees have chosen word-of-mouth among colleagues (6.9%), while three employees have chosen electronic Asia newsletter (5.2%) and face-to-face meeting with section head (5.2%) as their preferred channel of communication for receiving information about environmental sustainability initiatives and activities organised by the company.

Evidence shows that the employees preferred to use online channel such as email for receiving information about environmental sustainability initiatives. This is consistent with the findings of study by Wheeler and Elkington (2001) who claimed that Internet-based communications will be the future practice of environmental and social reporting.

Finding 4: Reasons Employees' Preferred Channel Used for Receiving Information about Environmental Sustainability

Results for research question four is displayed in Table 4 which shows the reasons for the employees to choose the preferred channel used for receiving information about environmental sustainability initiatives in the company.

The top three reasons for choosing email are convenient (24.1%); environmental-friendly (17.2%); and readily available or accessibility (15.5%). The reasons provided by the employee for their preferred channel will encourage Company S to place importance of using online tool as a platform for communicating environmental sustainability to internal stakeholders who are receptive to practising environmental sustainability.

Table 4: Reasons for Choosing the Preferred Channels for Receiving Information about Environmental Sustainability

Reasons	Respondents	Percentages (%)
Convenient	14	24.1
Provides accurate, complete and quality information	7	12.1
Interactive (encourage two-way communication)	7	12.1
Instantaneous / timeliness	5	8.6
Consistent and secure	2	3.4
Environmental-friendly	10	17.2
Personal preference	4	6.9
Readily available / accessibility	9	15.5

CONCLUSION

The aim of this study is to examine employees' perspective on the communication of environmental sustainability initiatives by a company in Malaysia and their preferred channel used for receiving information about environmental sustainability. All four research questions set in this study were answered by the descriptive analysis of the survey questionnaire. Based on the findings, the employees of Company S had sufficient knowledge on the definition of environmental sustainability; almost all the respondents (98.2%) perceived that environmental sustainability was very important (68.4%) and important (29.8%) for them; and they had high level of awareness on several environmental sustainability initiatives carried out by the company. Email was perceived as a preferred way to receive information about environmental sustainability and most of the respondents claimed that email was convenient, environmental-friendly and readily available.

In addition, this study also reveals the participation of the employees in the company's environmental sustainability initiatives. Though 63.8% of the respondents claimed that they have participated, yet only 29.3% of respondents have often and always participated in the initiatives carried by the company. The reasons for not actively participating in the initiatives were due to no time because of work (26.3%), activity time clashes with job schedule (19.3%); incomplete or lack of information about the activities (15.8%); not aware about the activities (12.3%) and out of the country (8.8%).

In conclusion, there are two aspects in which Company S could take into consideration when communicating environmental sustainability to internal stakeholders. Firstly, Company S can leverage on the use of online tool, in particular, email as a platform for communicating environmental

sustainability initiatives. Second, Company S could concentrate on encouraging receptive employees to actively participate in the environmental activities carried out by the company. The receptive employees are those who have high level of knowledge and awareness on the company's environmental sustainability.

Limitation and Recommendation. This study investigated the employee perspective on the communication of environmental sustainability and their preferred channel used for receiving information about environmental sustainability initiatives from Company S. However, there was a low response for the survey; thus, the results were not able to generalise to all the employees from Company S in Malaysia. Nevertheless, the findings from this study help shed insights into how the employees perceive the communication of environmental sustainability initiatives of the company. In addition, the research technique used in this study was meant for exploratory study; therefore, only descriptive data were reported. Yet, the descriptive findings will be useful for Company S to strategize for communicating environmental sustainability. Future studies can further explore the employees' participation in environmental sustainability initiatives carried out by the company as well as the effectiveness of the channels used for communicating environmental sustainability initiatives.

ACKNOWLEDGEMENTS

Throughout the process of completing this study, I have worked with a number of people who have contributed in assorted ways to produce this paper. It is a pleasure to extend my gratitude to all of them in this humble acknowledgement. I would like to take this great opportunity to graciously thank the management of Company S for allowing me to use the organisation as the focal and basis of discussion. The employees of Company S have been more than

accommodating and cooperative in partaking in this research especially the support given by the HSEC executive, Ms. Chia.

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