

UNIVERSITI TEKNOLOGI MARA

**THE CRITICAL SUCCESS FACTORS
INFLUENCING THE IMPLEMENTATION OF
GREEN INITIATIVES AT JOHOR PORT
BERHAD**

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ABSTRACT

This thesis explores the strategic implications of implementing green initiatives at Johor Port Berhad (JPB), a leading port operator in Malaysia. Utilizing comprehensive analysis frameworks such as SWOT (Strengths, Weaknesses, Opportunities, Threats), TOWS (Threats, Opportunities, Weaknesses, Strengths), and PESTLE (Political, Economic, Social, Technological, Legal, Environmental), the thesis assesses internal capabilities and external factors influencing JPB's sustainability efforts. The targeted middle management population in this quantitative study consists of 136 staff directly involved in green initiatives, including the Finance division, Marine Department, and other related departments. Based on Sekaran and Bougie (2016), the sample size was determined to be at least 103. Questionnaires were distributed via Google Forms and emails to the targeted employees, with 87 completed and returned. The data collected was analyzed using statistical methods to identify significant and non-significant independent variables affecting the implementation of green initiatives. The findings underscore JPB's robust financial resources and operational efficiency, which can be leveraged to exploit opportunities in renewable energy adoption and regulatory support. However, challenges such as technological limitations and stakeholder resistance pose significant hurdles. Key significant factors identified include environmental policy and regulations, technical leverage, and economic leverage, while human leverage and certain operational management practices were found to be less impactful. This thesis recommends strategic approaches including phased implementation, strategic alliances, and continuous adaptation to mitigate these challenges. By embracing green technologies and sustainable practices, JPB stands to enhance operational efficiency, reduce environmental impact, and strengthen its competitive position in the global maritime industry. The thesis concludes by providing insights into the capacity of green initiatives to promote enduring sustainability and economic resilience at JPB.

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CHAPTER 1

INTRODUCTION

1.1 Preamble

The objective of this thesis is to assess the current state of green initiatives implemented by Johor Port Berhad (JPB) and analyse the key factors that contribute to its implementation. The objective of this thesis is to evaluate JPB's continuous commitment to sustainability and examine the progress and obstacles faced in integrating green technologies and procedures into their operations. The research will evaluate the relationship between these factors and their combined influence on JPB's environmentally friendly initiatives, aligning with the company's core values and green port policy. The findings are anticipated to provide feasible suggestions and viable options for enhancing JPB's green initiatives, utilising efficient business tools and strategies. These insights will benefit JPB's management in improving their sustainability policies and act as a valuable point of reference for other organisations aiming to implement comparable green initiatives. This will enhance the collective understanding of environmental sustainability in the maritime sector.

1.2 Research Background

Ports represent a critical segment of the global transportation system, significantly contributing to international trade and economic development in both emerging and advanced economies (Munim & Schramm, 2018). Maritime transport plays a crucial role in the global economy, facilitating seamless movement of goods and bolstering international trade (Chua et al., 2023). The modern ports have expanded their capabilities beyond the conventional task of managing cargo to facilitate agility and flexibility in the global supply chain (Panayides, 2006). They function as essential components within complex transportation networks linking sea-river system, sea-rail networks, and interfaces between seaports and inland ports through land and river transportation (Lee, 2020).

Port operation exert considerable environmental impacts due to their involvement in diverse activities, including cargo handling, connectivity to maritime and land transport networks, industrial and semi-industrial activities, logistics and