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<sup>1</sup> Differences in the treatment of involvement in the human resource management (HRM)–performance research stream have been underplayed, as commentaries concentrate on showing that HRM produces a performance premium, and more recently on exploring the mechanisms explaining this. This paper first identifies the two initial concerns of the research stream – the value of employee involvement and the holistic treatment of HRM – and the way these are joined to present a unified view of the area. It then reviews the studies, confirming that involvement has been underplayed or neglected completely, and is only prioritized in a minority. A divide is identified between HRM as an orientation towards fostering employee involvement – seen as a managerial philosophy – and as a technology – a set of practices constituting high-performance wo

<sup>3</sup> minimizing impacts to the environment through reductions in energy usage, water usage, and minimizing environmental disturbances from the building site. Also by definition

<sup>3</sup> The green building movement was born out of this recognition that buildings have the potential for both positive and negative impacts on people and the environment, and the desire to mitigate negative impacts while enhancing those features that provide positive

<sup>1</sup> Civilizational challenges have questioned the status quo of energy and material consumption by humans. From the built environment perspective, a response to these challenges was the creation of green buildings. Although the revolutionary capacity of the green building movement has elevated the expectations of new commercial construction, its rate of implementation has secluded the majority of the population from its benefits. Beyond reductions in energy usage

<sup>3</sup> imilar to the other two standards, the framework of this certification program is broken down into a number of categories, or “petals.” The Living Building Challenge 3.0 consists of the following petals: place, water, energy, health and happiness, materials, equity, and beauty. An important contribution to the

green building movement is the LBC's establishment of the "Red List," which follows the precautionary principle on banning the use of harmful materials or chemicals, and the "DECLARE" process, which requires disclosure of ingredients in products.

<sup>2</sup> 2.2 Carbon Monoxide: Carbon monoxide can be found in every place. It is produced by cooking and heating as indoor resources and is also introduced from outdoor to indoor environment (International Programme on Chemical Safety, 1999). In developed countries the main source of carbon monoxide emission is lack of appropriate cooking and heating ventilation system or poor maintenance and installation. But in developing countries tobacco and biomass fuels are the main sources of carbon dioxide emission (Kleinman, 2009). 2.3 Formaldehyde: Formaldehyde Indoor sources may be ignition processes such as smoking, heating, cooking in the building (International Agency for Research on Cancer, 2006; Salthammer et al., 2010). In the non-smoking buildings, formaldehyde originates from building materials such as furniture and wooden products containing formaldehyde-based resins such as particleboard, plywood and medium-density fibreboard; insulating materials (Hodgson et al., 2002). The level of formaldehyde in indoor environment is related to level of humidity and high indoor temperature (Haghighat et al., 1998). Other chemical factors such as Naphthalene, Nitrogen dioxide, Polycyclic aromatic hydrocarbons, Trichloroethylene and Tetrachloroethylene is found in indoor environment that may influence residents' health in negative side. To achieve healthier indoor environment, it is essential to eliminate or at least decrease source

<sup>4</sup> Several studies suggest green construction can result in significant economic savings by improving employee productivity, increasing benefits from improvements in health and safety, and providing savings from energy, maintenance, and operational costs. This article quantifies these benefits by establishing a set of measurable performance and building attribute variables, collecting longitudinal data, statistically analyzing the results, and performing sensitivity analyses for a precast concrete manufacturing facility located near Pittsburgh, Pennsylvania. Productivity, absenteeism, energy

<sup>3</sup> n occupant health; there are no credits for energy or water conservation [33]. The standard specifically takes a biological systems approach and incorporates the following components of health—air, water, nourishment, light, fitness, comfort, and mind. Similar to LEED, there are credits for ventilation,

<sup>5</sup> The bitter experience of global warming has alarmed and compelled the mankind to change the way they operate on earth. Within the construction industry, the green building concept evolved and it is now gaining momentum rapidly across the world. Green Building involves a building which incorporates environmental considerations into every stage of the building construction with the objectives to protect occupant health, improve employee productivity, use wisely natural resources and reduce the environmental impact. This paper investigates the benefit of green buildings in Johannesburg using a detailed questionnaire. This significant shift in building practices has resulted in benefits to human health at different scales (84). At the societal level, green buildings may reduce pollutant emissions by consuming less energy. Although the benefits of green buildings to the broader society are a compelling argument for certification and government mandates for their use, return on investment for property owners as well as improvements in occupants' health, satisfaction, and productivity are presumably the most tangible benefits and are therefore the greatest motivation for building owners and tenants to pursue green building certification.

<sup>2</sup> 4. Indoor Environment Quality (IEQ): Green Building Index (GBI) in Malaysia rates green buildings under six main criteria. Each criteria depend on building category has different weight. According to (Figure, 1) IEQ is located at second position in the nonresidential building and third main criteria for residential buildings. It demonstrates the importance of IEQ in green building concept. Fig. 1: GBI Point Allocation. CBRE (2010). The impacts of buildings on indoor environment quality are address b

<sup>4</sup> <sup>1</sup>Total absences do not include excused with doctor's excuse or workers' compensation.

<sup>1</sup>The ratio used to extrapolate data was changed to 25% building related and 75% production related.

<sup>2</sup>The ratio used to extrapolate data was changed to 75% building related and 25% production related.

<sup>3</sup>The productivity was changed to 270 pounds/hour for the new facility; and to 180 pounds/hour for the old facility.

<sup>4</sup>The production of both facilities were modeled at 70% of capacity.

<sup>1</sup>Center for Building Performance and Diagnostics, Carnegie Mellon University, Workplace Satisfaction Survey

<sup>2</sup>Center for Built Environment at Berkeley, Occupant Indoor Environmental Quality Survey

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