Organizational Citizenship Behavior for Environment

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Abstract. This study aims to determine the effect of OCBE, Green Performance Appraisal, and Green Compensation on employee performance in two employee groups based on gender. This type of research is a quantitative approach using a survey method with a sample of 60 people. Data analysis using SEM with the Generalized Structural Component Analysis (GSCA) program. This study proves that OCBE, Green Performance Appraisal, and Green Compensation have an effect on employee performance in female employee groups. Whereas in the group of male employees the Green Performance Appraisal has no effect on Employee Performance.

Keywords: Leadership Style, Organizational Culture, Work Motivation, OCBE

1   Introduction

Organizational sustainability has been developed in all organizations including government organizations. The support of quality human resources is needed by the organization to achieve its goals. Likewise, a good government organization, of course, must be supported by qualified human resources as the activator of its activities to carry out optimal functions in achieving organizational goals, especially in dealing with changes that occur, one of which is environmental changes so that the organization can maintain the sustainability of the organization. The quality of employees in the organization can not only be seen from how many employees are able to contribute and are able to complete all their tasks properly, but it can be seen how many employees have their own initiative in completing other work outside of the job description they have, one of them. concern for the environment.

Based on observations, OCBE behavior in the work environment of the research object is considered not optimal. Based on the pre-survey on 20 employees, the top 3 variables that are considered to influence OCBE are found, namely Leadership Style, Organizational Culture, and Work Motivation. The leadership style has not been maximal in influencing employees to behave OCBE. The organizational culture has also not been fully internalized in its employees so that it has not been able to encourage employee OCBE behavior. Regarding employee motivation, it was found that there was no appreciation from the organization for employees when they supported the environment in the organization.

Based on this phenomenon, the author tries to examine the influence of Leadership Style, Organizational Culture, and Work Motivation on 2 gender groups (male employees and female employees). The importance of OCBE in the organization is evidenced by several researchers [1,2,3,4,5]. Several studies have also revealed that there is a leadership effect on OCBE [1,6,7,8]. Other studies have also proven the influence of motivation on OCBE [9,10].

Meanwhile, related to work culture, there is research that proves the influence of organizational culture on OCBE [11]. The theory that underlies this research is:

1.1 Organizational Citizenship Behavior for Environment (OCBE)

Organizational Citizenship Behavior for Environment can be defined as a person's behavior that is not explicitly recognized by the reward system and this behavior contributes more to the environment in the organization [12]. OCBE behavior measurement uses three dimensions, namely: (1) eco- initiatives, namely the behavior of initiatives within oneself to support environmental activities; (2) eco-civic engagement, namely taking part in activities to support the environment; (3) eco-helping, namely the behavior of helping fellow colleagues in supporting pro-environmental activities.

1.2 Leadership Style

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or in other words, it can be said that leadership style is a pattern of behavior and strategies applied by a leader [13]. Four dimensions of leadership style based on path-goal theory [14] include: (1) Directive Type or Directing Type; (2) Supportive Type or Supportive Type; (3) Participative Type or Involving Type; (4) Performance Oriented Type

1.3 Organizational Culture

Organizational culture is the norms, beliefs, attitudes and philosophy of the organization. Culture is a unique system of values, beliefs, norms that are shared by members of an organization [15]. Culture is also an important cause for the effectiveness of the organization itself. Several characteristics related to organizational culture and indicators [13], namely: (1) Innovate and dare to take risks; (2) Attention to detail; (3) Result orientation; (4) Individual orientation (5) Team orientation; (6) Have an aggressive taste; (7) Innovate and dare to take risks

1.4 Work Motivation

Motivation is a process that explains the condition, direction, and persistence of an individual to achieve his goals [16]. The dimensions of work motivation are: 1) The need for achievement; 2) The need for affiliation and 3) The need for power [17]. The hypotheses in this study are:

H1a: Leadership Style affects OCBE in male employee groups.
H1b: Leadership Style affects OCBE in female employee groups.
H2a: Organizational Culture affects the OCBE of male employee groups
H2b Organizational Culture affects OCBE in female employee groups
H3a: Work Motivation affects OCBE in male employee groups
H3b Work Motivation affects OCBE in a group of female employees
H4a: Leadership Style, Organizational Culture and Work Motivation simultaneously affect OCBE in a group of male employees
H4b Leadership Style, Organizational Culture and Work Motivation simultaneously affect OCBE in a group of female employees

2 Research Method

Statistical analysis in this study uses Generalized Structural Component Analysis (GSCA). The reason for using GSCA is the consideration that the causal relationship formulated in this study uses a one-way (recursive) causality model with reflective variable measurements. The population of this research is employees in the Directorate General of Fiscal Balance with a sample size of 60 employees.

3 Results and Discussion

3.1 Validity and Reliability Test
3.1.1 Discriminant validity

Discriminant validity is a reflexive indicator measurement based on cross loading with its latent variables. Another method is to compare the square root of average variance extracted (AVE) value for each construct, with the correlation between other constructs in the model. In this connection, it is recommended that the measurement value should be greater than 0.50.

Table 1. Discriminant validity test results

Group 1 (Male)	
Variable	**Average variance extracted (AVE)**
Leadership Style (X1)	0,517
Organizational Culture (X2)	0,519
Work Motivation (X3)	0,587
OCBE (Y)	0,576
Group 2 (Female)	
Variable	**Average variance extracted (AVE)**
Leadership Style (X1)	0,59
Organizational Culture (X2)	0,503
Work Motivation (X3)	0,539
OCBE (Y)	0,556

Source: Primary data processed (2020).

The results of the discriminant validity test where all the Average variance extracted (AVE) values are greater than 0.50 so that it can be concluded that they meet the Discriminsn validity requirements.

3.1.2 Composite Reliability

Table 2. Composite Reliability Test Results

Group 1 (Male)		
Variable	**Composite Reliability**	**Description**
Leadership Style (X1)	0,912	Reliabel
Organizational Culture (X2)	0,945	Reliabel
Work Motivation (X3)	0,923	Reliabel
OCBE (Y)	0,897	Reliabel
Group 2 (Female)		
Variable	**Composite Reliability**	**Description**
Leadership Style (X1)	0,903	Reliabel
Organizational Culture (X2)	0,897	Reliabel
Work Motivation (X3)	0,906	Reliabel
OCBE (Y)	0,885	Reliabel

Source: Primary data processed (2020)

The results of the composite reliability test show a satisfactory value, where all latent variables are reliable because all variable values have a composite reliability value ≥ 0.60.

3.2 Structural Equation Modeling

This study uses a structural equation model of the GSCA approach. Before analyzing, first testing or evaluating the empirical research model. The results of testing the empirical model of this study can be seen in the image below:
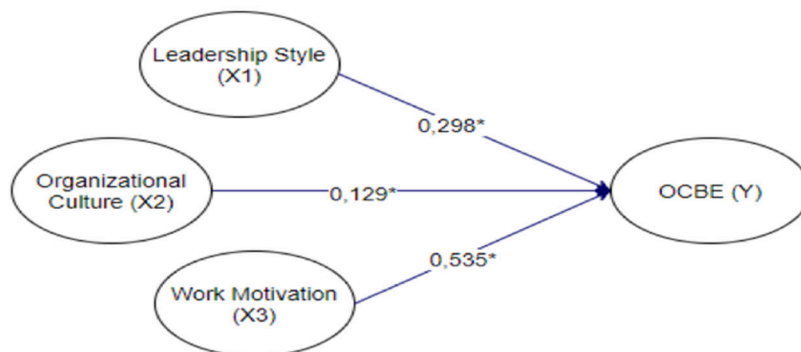

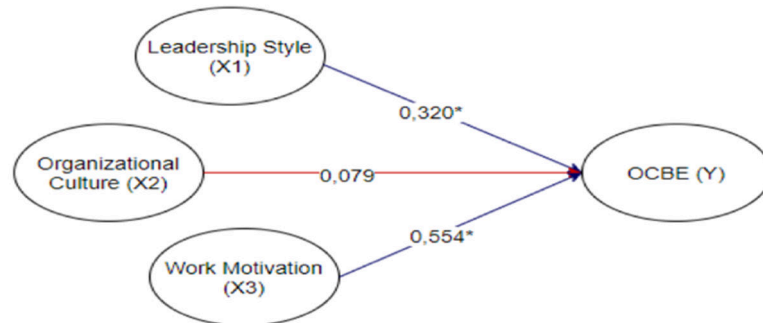**Fig 1**. Results of Analysis with GeSCA in Group 1

Fig 2. Analysis Results with GeSCA in Group 2

3.3 Goodness of Fit Model

The theoretical model in the research conceptual framework is said to be fit if it is supported by empirical data. There are two indications to see whether the model used is good, namely the goodness of fit of the structural model and the goodness of fit of the overall model. The results of testing the goodness of fit of the structural model and the overall model are in accordance with the results of the GSCA analysis. The hypothetical model, namely the goodness of fit overall model supported by empirical data, is presented in Table 3

Table 3. The Results of Goodness Of Fit Overall Model Testing

Criteria	*Cut-of value*	Model result	Description
SRMR	≤ 0,08	0,093	Good model
GFI	≥ 0,90	0,990	Good model

Source: Primary data processed (2020)

The results of the Goodness of Fit Overall Model test based on Table 3 show that SRMR and GFI have met the cut off value, so the GSCA model in this study is suitable and suitable for use, so that interpretation can be made for further discussion.

3.4 Variable Measurement Model

The conversion of the path diagram into a measurement model for each variable can be seen in the table below

Table 4. Variable Leadership Style (X1) Measurement Model

Group 1 (Male)							
Indicator	Estimate	SE	CR	Indicator	Estimate	SE	CR
X1.1	0.792	0.061	12.97*	X1.7	0.768	0.069	11.17*
X1.2	0.805	0.015	54.6*	X1.8	0.796	0.020	38.95*
X1.3	0.646	0.084	7.67*	X1.9	0.703	0.029	24.13*
X1.4	0.639	0.031	20.67*	X1.10	0.679	0.051	13.21*
X1.5	0.607	0.019	32.59*	X1.11	0.707	0.036	19.46*

X1.6	0.798	0.040	20.0*	X1.12	0.653	0.037	17.49*
Group 2 (Female)							
X1.1	0.716	0.020	36.45*	X1.7	0.799	0.059	13.52*
X1.2	0.648	0.030	21.63*	X1.8	0.798	0.008	98.73*
X1.3	0.717	0.025	28.54*	X1.9	0.667	0.032	20.69*
X1.4	0.746	0.016	47.31*	X1.10	0.808	0.011	75.52*
X1.5	0.582	0.062	9.38*	X1.11	0.511	0.099	5.04*
X1.6	0.733	0.054	13.55*	X1.12	0.614	0.086	7.12*

CR* = significant at .05 level
Source: Primary data processed (2020)

The Leadership Style variable measurement model also informs that the X1.2 indicator has the largest loading factor value for group 1 and the X1.7 indicator has the largest loading for group 2.

Table 5. Measurement Model for Organizational Culture Variables (X2)

Group 1 (Male)							
Indicator	**Estimate**	**SE**	**CR**	**Indikator**	**Estimate**	**SE**	**CR**
X2.1	0.721	0.028	26.07*	X2.10	0.596	0.041	14.63*
X2.2	0.772	0.073	10.65*	X2.11	0.820	0.025	32.33*
X2.3	0.549	0.039	14.16*	X2.12	0.809	0.067	12.09*
X2.4	0.651	0.035	18.65*	X2.13	0.852	0.065	13.16*
X2.5	0.856	0.003	333.96*	X2.14	0.726	0.019	39.04*
X2.6	0.700	0.083	8.46*	X2.15	0.767	0.038	20.12*
X2.7	0.611	0.100	6.13*	X2.16	0.685	0.138	4.98*
X2.8	0.727	0.009	77.23*	X2.17	0.716	0.021	34.91*
X2.9	0.616	0.016	39.64*	X2.18	0.697	0.149	4.68*
Group 2 (Female)							
X2.1	0.508	0.120	2.57*	X2.10	0.574	0.043	13.23*
X2.2	0.505	0.081	5.6*	X2.11	0.660	0.068	9.75*
X2.3	0.548	0.015	37.14*	X2.12	0.764	0.098	7.78*
X2.4	0.592	0.109	5.45*	X2.13	0.754	0.035	21.83*
X2.5	0.507	0.010	48.95*	X2.14	0.773	0.052	14.78*
X2.6	0.589	0.161	3.05*	X2.15	0.521	0.122	4.26*
X2.7	0.646	0.009	74.45*	X2.16	0.598	0.004	147.97*

X2.8	0.630	0.202	3.12*	X2.17	0.642	0.032	20.29*
X2.9	0.833	0.044	18.9*	X2.18	0.458	0.204	2.25*

CR* = significant at . 5 level
Source: Primary data processed (2020)

The measurement model for the Organization Culture Variable also informs that the X2.5 indicator has the greatest loading factor value for group 1 and the X2.9 indicator has the largest loading for group 2.

Table 6. Work Motivation (X3) Variable Measurement Model

			Group 1 (Male)				
Indicator	**Estimate**	**SE**	**CR**	**Indicator**	**Estimate**	**SE**	**CR**
X3.1	0.656	0.157	4.18*	X3.9	0.827	0.013	62.2*
X3.2	0.664	0.029	22.56*	X3.10	0.700	0.015	46.66*
X3.3	0.610	0.022	28.27*	X3.11	0.660	0.025	26.69*
X3.4	0.696	0.032	21.84*	X3.12	0.586	0.030	19.26*
X3.5	0.732	0.020	35.95*	X3.13	0.623	0.090	6.89*
X3.6	0.837	0.033	25.72*	X3.14	0.526	0.095	5.52*
X3.7	0.819	0.080	10.18*	X3.15	0.593	0.029	20.2*
X3.8	0.837	0.006	136.69*				
			Group 2 (Female)				
X3.1	0.509	0.042	6.18*	X3.9	0.753	0.004	170.06*
X3.2	0.586	0.125	4.68*	X3.10	0.639	0.111	5.75*
X3.3	0.617	0.017	36.73*	X3.11	0.660	0.032	20.91*
X3.4	0.702	0.138	5.1*	X3.12	0.713	0.127	5.63*
X3.5	0.681	0.058	11.84*	X3.13	0.806	0.031	25.61*
X3.6	0.639	0.108	5.92*	X3.14	0.654	0.136	4.8*
X3.7	0.739	0.009	79.18*	X3.15	0.711	0.056	12.8*
X3.8	0.613	0.094	6.5*				

CR* = significant at .05 level
Source: Primary data processed (2020)

The Work Motivation Variable measurement model also informs that Indicator X3.8 has the greatest loading factor value for group 1 and indicator X3.13 has the largest loading for group 2.

Table 7. OCCBE (Y) Variable Measurement Model

			Group 1 (Male)				
Indicator	**Estimate**	**SE**	**CR**	**Indicator**	**Estimate**	**SE**	**CR**
Y1	0.709	0.002	348.37*	Y7	0.621	0.018	33.96*
Y2	0.611	0.062	9.83*	Y8	0.507	0.045	10.5*
Y3	0.713	0.028	25.32*	Y9	0.651	0.081	8.06*
Y4	0.785	0.014	57.5*	Y10	0.747	0.017	44.65*
Y5	0.756	0.008	92.69*	Y11	0.657	0.018	36.3*
Y6	0.874	0.017	50.4*	Y12	0.593	0.024	24.27*
			Group 2 (Female)				
Y1	0.505	0.215	2.35*	Y7	0.819	0.033	25.15*
Y2	0.700	0.161	4.34*	Y8	0.858	0.004	243.18*
Y3	0.608	0.119	5.09*	Y9	0.664	0.028	23.76*
Y4	0.650	0.058	11.21*	Y10	0.539	0.039	13.76*
Y5	0.741	0.080	9.27*	Y11	0.630	0.179	3.52*
Y6	0.714	0.032	22.6*	Y12	0.586	0.021	28.28*

CR* = significant at .05 level
Source: Primary data processed (2020)

The Employee Performance variable measurement model also informs that the Y6 indicator has the largest loading factor value for group 1 and the Y1 indicator has the largest loading for group 2.

3.5 Hypothesis Testing Results (Structural Model Testing Results)

In the structural model, several hypotheses on the relationship between variables (direct influence) are tested. The complete results of testing the relationship between the research variables are presented in the table below

Table 8. Research Hypothesis Testing Results (Direct Effect)

Hypothesis	Direct Influence	Path coefficient	Standard Error	Critical Ratio	Description
		Male (Group 1)			
H1	Leadership Style (X1) -> OCBE (Y)	0.298	0.015	20.46*	Significant
H2	Organizational Culture (X2) -> OCBE (Y)	0.129	0.019	6.91*	Significant
H3	Work Motivation (X3) -> OCBE (Y)	0.535	0.021	25.79*	Significant
H4	Leadership Style (X1), Organizational Culture (X2), Work Motivation (X3) -> OCBE (Y)	Simultaneously there is the influence of Variable X on Y (there is at least one X effect on Y)			Significant

	Female (Group 2)				
H1	Leadership Style (X1) -> OCBE (Y)	0.320	0.001	293.78*	Significant
H2	Organizational Culture (X2) -> OCBE (Y)	0.079	0.211	0.38	Not significant
H3	Work Motivation (X3) -> OCBE (Y)	0.554	0.164	3.38*	Significant
H4	Leadership Style (X1), Organizational Culture (X2), Work Motivation (X3) -> OCBE (Y)	Simultaneously there is the influence of Variable X on Y (there is at least one X effect on Y)			Significant

CR* = significant at .05 level
Source: Primary data processed (2020)

The results of the analysis explained that all relationships between variables on the direct effect showed significant results, but there was one direct effect that was not significant, namely the relationship between Organizational Culture and OCBE in the Women's Group.

3.6 Discussion
3.6.1   Leadership Style has an effect on OCBE
The results of the study proved that the Leadership Style had an effect on OCBE in both groups. This indicates that the higher the Leadership Style, the higher the OCBE. The Leadership Style for groups of male employees feels that the boss always tells subordinates what to do, and how to do it. Meanwhile, the female employee group stated that superiors involved the participation of their subordinates in every activity. The things that need to be improved regarding the leadership style according to the male group are that bosses should create a family atmosphere and build good communication in the work environment, while the women's group states that bosses should provide opportunities for development to employees with challenging work assignments.

3.6.2   Organizational Culture affects OCBE.
This study proved different results for the two groups. In the male employee group Organizational Culture has an effect on OCBE. Meanwhile, the female employee group Organizational Culture has no effect on OCBE. The dominant thing related to Organizational Culture in the male employee group is the assumption that the Company has provided clear and detailed directions regarding the work that must be done by subordinates. Meanwhile, the female employee group felt that the employees doing their work were oriented towards high work results. According to the male group that must be developed related to Organizational Culture, there is readiness to take risks to do the work that is their responsibility. Meanwhile, according to the women's group, employees are expected to be more innovative in their work.

3.6.3   Work Motivation has an effect on OCBE.
This study proves that Work Motivation has a significant effect on OCBE in both groups. This indicates that the higher the Work Motivation, the higher the OCBE. The results of the study inform that the dominant thing related to Work Motivation according to the male group is that employees have tried to establish and maintain good relationships with fellow colleagues, while according to female employees stated that employees always work hard to get a better career.

What needs to be improved is that regarding the implementation of Work Motivation in the workplace for male employee groups, employees are more courageous to express their opinions to their superiors or colleagues. Meanwhile, the group of female employees felt that there was a need for improvement in providing awards for high-performing employees.

3.6.4 Leadership Style, Organizational Culture and Work Motivation simultaneously influence OCBE

The results of the study proved that the Leadership Style, Organizational Culture and Work Motivation simultaneously had an effect on OCBE. In relation to OCBE, according to Kempok women, the dominant thing is that there have been actions to reduce the excessive use of paper, while in the male group the dominant thing is that there have been actions to dispose of garbage in its place. The two groups agreed that what needs to be improved regarding OCBE is for the organization to implement pro-environmental policies.

4 Conclusions

This study proves that Leadership Style, Organizational Culture and Work Motivation simultaneously affect OCBE, except for the women's group that Organizational Culture has no effect on OCBE. Suggestions for organizations: (1) Leaders can adopt a participatory leadership style that provides employees with opportunities to develop with challenging work assignments. In addition, leaders are also expected to create a family atmosphere and build good communication in the work environment; (2) Organizations can improve coordination and build teamwork and increase employee innovation at work; (3) Organizations can create a reward system for employees who excel in environmentally friendly behavior and activities; (4) Organizations can make policies related to environmentally friendly work activities and behavior.

For further researchers, it is expected to examine other variables that are thought to influence employee OCBE behavior, such as the implementation of Green Human Resources Management.

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