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The Factors that influence OCBE in generation X and generation Y

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Abstract. Organizational Citizenship Behavior for Environment (OCBE) is very important to encourage the achievement of a Green Organization. This study aims to determine the effect of Leadership Style, Organizational Culture and Work Motivation on OCBE in two groups of workers, namely generation X and generation Y. This type of research is a quantitative research with a survey method with a sample of 86 employees in the Directorate General of Fiscal Balance. Analysis of research data using SEM-PLS. The results of this study indicate that Leadership Style, Organizational Culture, and Work Culture have an effect on employee OCBE either directly or simultaneously on generation Y employees but in the group X generation employees it is proven that Organizational Culture has no effect on OCBE.

Keywords. Organizational Citizenship Behavior for Environment, Leadership Style, Organizational Culture, Work Motivation

1. Introduction

Currently Green Organization has become a concern of all organizations including public organizations. A good organization is certainly supported by superior human resources as the driving force of its activities in order to carry out optimal functions in achieving organizational goals, especially in the face of changes, one of which is environmental changes so that the organization can maintain the sustainability of the organization. For that, the organization needs the participation and contribution of employees to do the best for the organization. In addition, an organization can be said to be successful if it has employees who will do more than just their formal duties and are willing to perform beyond what is expected. 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. This kind of behavior is Organizational Citizenship Behavior for the Environment / OCBE. For this reason, OCBE behavior needs to be developed including in public organizations ^{1,2,3}

Based on the results of field pre-survey on 20 employees, it was found that the employees' OCBE was not optimal. This is evidenced by the results of the survey in the table below:

Table 1 OCBE Pre-Survey Data

No.	Statement	Factors affecting	Yes	No
1	Do you take the initiative to care for the environment?	OCBE	45%	55%
2	Do you play an active role in pro-environmental activities in your work environment?	OCBE	35%	65%
3	Are you aware of the policies that support the environment in your organization?	OCBE	55%	45%

Furthermore, a pre-survey was conducted to determine what factors are thought to most influence OCBE behavior in the organization and found 3 variables, namely: Leadership Style, Organizational Culture, and Work Motivation.

Several previous studies stated the importance of OCBE in organizations ^{1,4}. The importance of leadership to improve OCBE is also carried out and it is proven that leadership has an effect on OCBE ^{5,6,7,8}. Employee motivation is also one of the influencing factors ^{9,10}. Research related to the influence of work culture on OCBE was also conducted and it was found that there was an influence of work culture on OCBE ¹¹.

In the current work era, it is dominated by generation X and generation Y. Each of these generations has a different character that sometimes affects their organizational behavior. Based on the above phenomena and research, research was carried out related to the influence of Leadership Style, Organizational Culture and Work Motivation on OCBE in generation X and generation Y employees.

2. Literature review

Leadership Style

Leadership style is a set of characteristics used by leaders to be able to influence their subordinates so that organizational goals are achieved. Leadership style is also a pattern of behavior and strategies adopted by a leader ¹².

The dimensions related to leadership are the directive type, the supportive type, the participative type and the performance-oriented type ¹³.

Organizational Culture

Organizational culture is the norm, belief, attitude and philosophy of the organization ¹⁴. Organizational culture is a unique system of values, beliefs, norms that are shared by members of an organization for the effectiveness of the organization itself. Some of the characteristics related to organizational culture are: Innovation and risk-taking, Attention to detail, Result orientation, Individual orientation, Team orientation, Having a sense of aggression and innovation and dare to take risks.

Work Motivation

Work motivation is a process that explains the circumstances, direction, and persistence of an individual to achieve his goals. Several dimensions of work motivation are: 1) Need for achievement; 2) Need for affiliation and 3) Need for power ¹⁵.

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 ¹⁶.

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, which is the behavior of helping fellow colleagues in supporting pro-environmental activities.

The hypotheses in this study are:

H1a: Leadership Style affects OCBE for generation x employees

H1b: Leadership Style affects OCBE in generation y employees

H2a: Organizational Culture affects generation x employees

H2b: Organizational Culture affects OCBE in generation y employees

H3a: Work Motivation affects OCBE for generation x employees

H3b: Work Motivation affects OCBE in generation y employees

H4a: Leadership Style, Organizational Culture and Work Motivation simultaneously affect OCBE in generation x employees

H4b: Leadership Style, Organizational Culture and Work Motivation simultaneously affect OCBE in generation y employees

3. Research method

This study uses SEM-PLS statistical analysis with Smart PLS 3.0 software. The population of this research is employees in the Directorate General of Fiscal Balance with a sample size of 86 employees.

4. Research results and discussion

Evaluation of Measurement Model (Outer Model)

The evaluation of the measurement model (outer model) is carried out to determine the validity and reliability of the indicators connecting the latent variables. The measurement model has been analyzed based on PLS-SEM with the help of Smart PLS 3.0 (Ringle, Wende & Becker, 2015). For assessment of measurement models, factor loading, composite reliability, Cronbach's alpha, average extracted variance (AVE), and Discriminant validity.

Figure 1, Figure 2 and Table 2 show the results of the measurement model

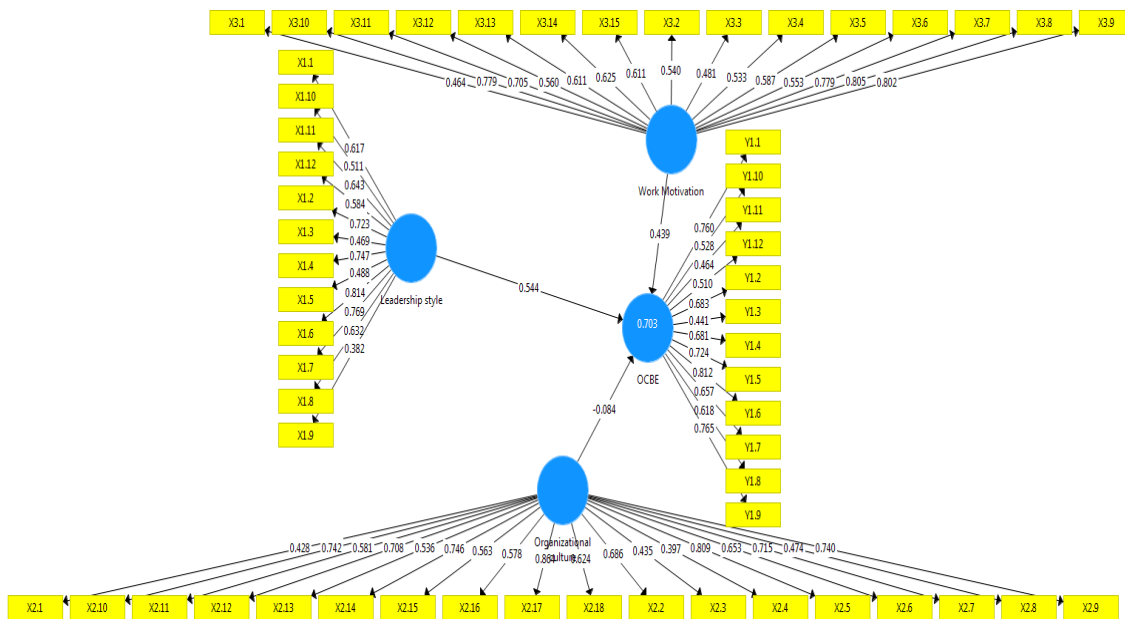


Figure 1. Measurement Model for Generation X employees

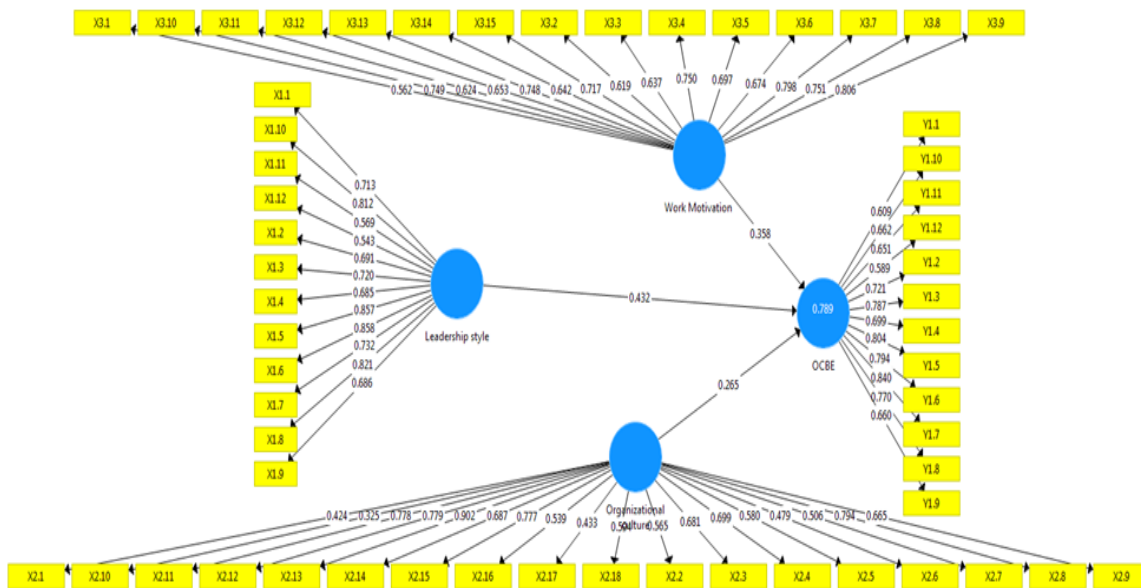


Figure 2. Measurement Model for Generation Y employees

Table 2. Loading Factor Research variables

		Loadings	
	Indicator	Gen X	Gen Y
Leadership style	X1.1	0.617	0.713
	X1.2	0.723	0.691
	X1.3	0.469	0.720
	X1.4	0.747	0.685
	X1.5	0.488	0.857
	X1.6	0.814	0.858
	X1.7	0.769	0.732



	X1.8	0.632	0.821
	X1.9	0.382	0.686
	X1.10	0.511	0.812
	X1.11	0.643	0.569
	X1.12	0.584	0.543
Organizational culture	X2.1	0.428	0.424
	X2.2	0.686	0.565
	X2.3	0.435	0.681
	X2.4	0.397	0.699
	X2.5	0.809	0.580
	X2.6	0.653	0.479
	X2.7	0.715	0.506
	X2.8	0.474	0.794
	X2.9	0.740	0.665
	X2.10	0.742	0.325
	X2.11	0.581	0.778
	X2.12	0.708	0.779
	X2.13	0.536	0.902
	X2.14	0.746	0.687
	X2.15	0.563	0.777
	X2.16	0.578	0.539
	X2.17	0.864	0.433
	X2.18	0.624	0.594
Work Motivation	X3.1	0.464	0.562
	X3.2	0.540	0.619
	X3.3	0.481	0.637
	X3.4	0.533	0.750
	X3.5	0.587	0.697
	X3.6	0.553	0.674
	X3.7	0.779	0.798
	X3.8	0.805	0.751
	X3.9	0.802	0.806
	X3.10	0.779	0.749
	X3.11	0.705	0.624
	X3.12	0.560	0.653
	X3.13	0.611	0.748
	X3.14	0.625	0.642
	X3.15	0.611	0.717
OCBE	Y.1	0.760	0.609
	Y.2	0.683	0.721
	Y.3	0.441	0.787
	Y.4	0.681	0.699
	Y.5	0.724	0.804

Y.6	0.812	0.794
Y.7	0.657	0.840
Y.8	0.618	0.770
Y.9	0.765	0.660
Y.10	0.528	0.662
Y.11	0.464	0.651
Y.12	0.510	0.589

The loading factor value used in this study is > 0.6 , so if there is a loading factor value < 0.6 in the calculation result of the measurement model (outer model), it will be excluded from the model. The results of the calculation of the measurement model with SEM PLS version 3.0, which then looks at the loading factor value, there are several indicators with the loading factor in each research variable that has not met the value > 0.6 as can be seen in Figure 1, Figure 2. Thus, the measurement model is retested (outer model), so we get an indicator with a loading factor > 0.6 in Table 3 and Table 4.

Table 3. Outer Loading, Cronbach Alpha, Composite and AVE Generation X

	Indicator	Loading	Cronbach Alpha	Composite	AVE
Leadership style	X1.1	0.673	0.855	0.886	0.527
	X1.2	0.753			
	X1.4	0.767			
	X1.6	0.810			
	X1.7	0.762			
	X1.8	0.632			
	X2.10	0.770			
	X1.11	0.668			
Organizational culture	X2.12	0.701	0.909	0.924	0.552
	X2.14	0.757			
	X2.17	0.862			
	X2.18	0.667			
	X2.2	0.638			
	X2.5	0.816			
	X2.6	0.660			
	X2.7	0.782			
	X2.9	0.745			
Work Motivation	X3.7	0.742	0.875	0.902	0.569
	X3.8	0.795			
	X3.9	0.813			
	X3.10	0.842			
	X3.11	0.729			
	X3.13	0.639			
	X3.14	0.700			
OCBE	Y.1	0.729	0.887	0.911	0.561
	Y.2	0.758			



Y.4	0.697
Y.5	0.756
Y.6	0.836
Y.7	0.704
Y.8	0.689
Y.9	0.810

Table 4. Outer Loading, Cronbach Alpha, Composite and AVE Generation Y

	Indicator	Gen Y	Cronbach Alpha	Composite	AVE
Leadership style	X1.1	0.718	0.925	0.935	0.593
	X1.2	0.699			
	X1.3	0.737			
	X1.4	0.673			
	X1.5	0.885			
	X1.6	0.868			
	X1.7	0.740			
	X1.8	0.826			
	X1.9	0.692			
	X1.10	0.830			
Organizational culture	X2.3	0.659	0.915	0.930	0.601
	X2.4	0.657			
	X2.8	0.820			
	X2.9	0.728			
	X2.11	0.778			
	X2.12	0.823			
	X2.13	0.916			
	X2.14	0.724			
X2.15	0.832				
Work Motivation	X3.4	0.722	0.914	0.927	0.539
	X3.5	0.700			
	X3.6	0.692			
	X3.7	0.800			
	X3.8	0.728			
	X3.9	0.856			
	X3.10	0.800			
	X3.11	0.684			
	X3.13	0.737			
	X3.14	0.622			
X3.15	0.709				
OCBE	Y.1	0.618	0.913	0.930	0.601
	Y.2	0.729			
	Y.3	0.782			

Y.4	0.701
Y.5	0.814
Y.6	0.818
Y.7	0.848
Y.8	0.780
Y.9	0.686
Y.10	0.646
Y.11	0.614

Table 3 and Table 4, show the loading factor value, Cronbach's alpha value, composite value and AVE. Cronbach alpha of more than 0.7 ($\alpha > 0.9$) is very good. In the current study, more than 0.9 were excellent. In addition, the AVE must be equal to or more than 0.5 and the composite reliability value must be 0.7 or higher. In this study, both AVE and composite were more than acceptable ranges for both X and Y generation. So, the measurement of the structural model was continued.

Evaluation of the Structural Model (Inner Model) or Hypothesis Testing

Assessment of the structural model After the assessment of the measurement model, the structural model is analyzed with the help of Smart PLS 3. Evaluation of the structural model (inner model) or testing the hypothesis in this study through the steps of evaluating the path coefficient value, evaluating the value of R², measuring the effect size f², validates the overall structural model with the Goodness of Fit Index (GoF), and performs predictive relevance (Q²) testing. Testing the structural model of this research, the path coefficient results are obtained through calculate SmartPLS version 3.0 bootstrapping. shown in Figure 3, Figure 4 and Table 5.

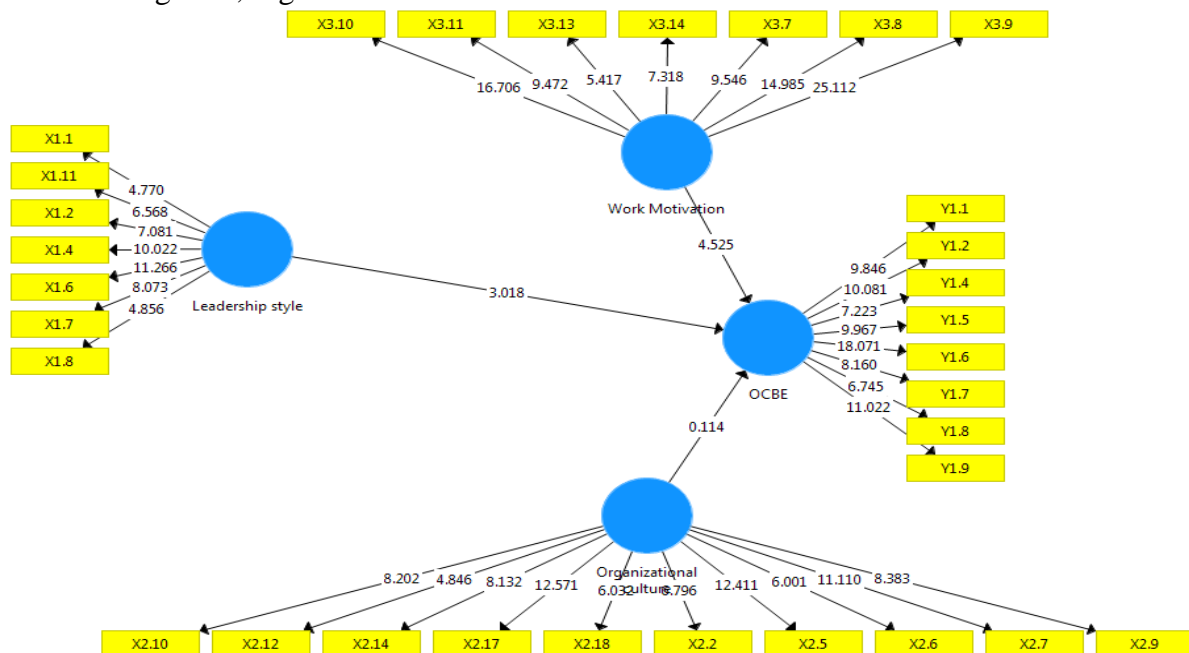


Figure 3. The Structural Model of Generation X Employee Research

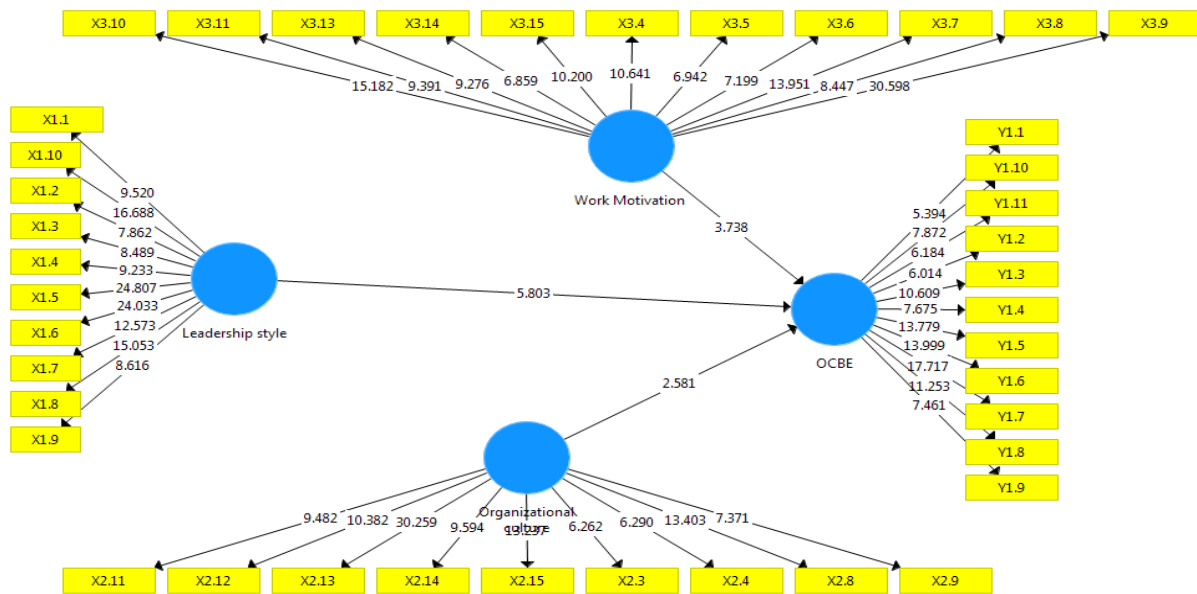


Figure 4. Generation Y Employee Research Structural Model

Evaluating the value of the path coefficient, based on the results of calculations using calculate SmartPLS version 3.0, the bootstrapping results are obtained by the path coefficient that describes the strength of the relationship or influence between constructs / variables as shown in Table 5. Test results of the X generation Path Coefficient and Generation Y.

Table 5. Path Coefficient Test Results, R2 and (f) 2 generation X and Generation Y

Generation X						
	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	R2	(f) ²
Leadership style -> OCBE	0.359	0.119	3.018	0.003	0.621	0.173
Organizational culture -> OCBE	-0.016	0.143	0.114	0.909		0
Work Motivation -> OCBE	0.521	0.115	4.525	0.00		0.301
Generation Y						
	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	R2	F2
Leadership style -> OCBE	0.423	0.073	5.803	0	0.776	0.611
Organizational culture -> OCBE	0.255	0.099	2.581	0.01		0.14
Work Motivation -> OCBE	0.402	0.108	3.738	0		0.291

Assessment of effect size levels using Cohen's f². According to the defined criteria, the f² values were equal to 0.0, 0.15, and 0.35 representing weak, moderate, and strong effect sizes. Table 5 shows the summary results of the effect sizes. The results given in Table 5 show that in generation X, the work motivation construct (0.301) had a moderate effect size, the

Leadership style construct (0.173), while organizational culture had a weak effect (0.0). In contrast, in generation Y, leadership style has a strong effect size (0.611) and Work Motivation has a moderate effect (0.29) while organizational culture has a weak effect (0.140). Therefore, this study concludes that the effect size of f^2 ranges from weak to strong according to Cohen's criteria. R^2 value is 62.1%. This shows that all constructs together have a tendency to influence 62.1% change in the dependent variable (OCB). Validation of the Overall Structural Model with the Goodness of Fit Index (GoF) and Q2 to validate the combined performance of the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:

GoF for generation X :

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

$$\text{GoF} = \sqrt{0.5523 \times 0.6210}$$

$$\text{GoF} = \sqrt{0.3429}$$

$$\text{GoF} = 0.5856$$

GoF for generation Y :

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

$$\text{GoF} = \sqrt{0.5835 \times 0.776}$$

$$\text{GoF} = \sqrt{0.3429}$$

$$\text{GoF} = 0.6729$$

Information :

$$\text{AVE} = (0.593 + 0.601 + 0.539 + 0.601) / 4 = 0.5835$$

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.5523 for generation X while for generation Y it is 0.5835. According to Ghazali (2016), small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.36. Based on these results, it can be concluded that the combined performance of the measurement model (outer model) and the structural model (inner model) as a whole is good because the Goodness of Fit Index (GoF) value is more than 0.36 (large scale GoF).

Q2 for Generation X :

$$Q2 = 1 - (1 - R^2)$$

$$Q2 = 1 - (1 - 0.621)$$

$$Q2 = 1 - 0.379$$

$$Q2 = 0.621$$

Q2 for generation Y

$$Q2 = 1 - (1 - R^2)$$

$$Q2 = 1 - (1 - 0.776)$$

$$Q2 = 1 - 0.224$$

$$Q2 = 0.776$$

Based on the calculation of predictive relevance (Q2), it was obtained 0.621 for Generation X, while for Generation Y it was 0.776. In this research model, the endogenous latent variable has a predictive relevance (Q2) value greater than 0 (zero) so that the exogenous latent variable as the explanatory variable is able to predict the endogenous variable, namely OCB, or in other words it proves that this model is considered to have good predictive relevance. , for generation X and generation Y.

Hypothesis test

The results of statistical calculations of the effect of the independent variable on the dependent variable are presented in Table 5, presenting the results of the significance test of the structural model. The simultaneous influence of the variable Leadership Style (X1), Organizational Culture (X2), work motivation (X3) and OCBE (Y) can be done by calculating the f / f statistic using the formula below.

Simultaneous Test For Generation Y

$$R^2 = 0,621 \text{ (Gen X)}$$

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F \text{ count} = \frac{\frac{0,621}{(4-1)}}{1-0,621/(43-4)}$$

$$F \text{ count} = 0.2017 / 0.0097$$

$$F \text{ count} = 21.30.$$

Simultaneous Test For Generation Y

$$R^2 = 0,621 \text{ (OCBE Gen Y)}$$

$$F \text{ count} = \frac{\frac{R^2}{(k-1)}}{1-R^2/(n-k)}$$

$$F \text{ count} = \frac{\frac{0,776}{(4-1)}}{1-0,776/(43-4)}$$

$$F \text{ count} = 0.2587 / 0.006$$

$$F \text{ count} = 45.04$$

The simultaneous significant test results show the calculated F value in this study is 21.30 for generation X while generation Y is 45.04, the value of F table at alpha 0.05 is 2.61. This means that f count > f Table (2.61), so together the variables of leadership style (X1), Organizational Culture (X3) and Work Motivation have an effect on OCBE (Y) both in generation X and generation Y.

Discussion

1. Hypothesis 1a: Leadership style has a positive and significant effect on OCBE in generation X employees.

Hypothesis testing with the PLS approach produces a path coefficient of 0.359 with t statistics of 3.018 greater than the value of t table = 2.02, and the value of P-Values = 0.002 which smaller than $\alpha = 0.05$. The coefficient value is positive, which is 0.359, which means that the Green Transformational Leadership (X1) variable has a positive effect on the Job Satisfaction (Y1) variable by 35.90%. Thus the H1a hypothesis in this study is accepted. The results of this study support the research of Soon-Yew which proved the influence of leadership on OCBE. The most dominant dimension in the Leadership Style according to employees in generation X is related to the type of supportive leader, namely a leader who always helps provide solutions if there are problems that occur to subordinates related to work. Meanwhile, what needs to be improved is participatory leadership in which leaders receive and pay attention to input and information from subordinates in decision making.

2. Hypothesis 1b: Leadership style has a positive and significant effect on OCBE for generation Y employees
Hypothesis testing with the PLS approach produces a path coefficient of 0.423 with t statistics of 3.018 greater than the value of t table = 2.02, and the value of P-Values = 0.002 which is smaller than $\alpha = 0.05$. The coefficient value is positive, which is 0.423, which means that the Green Transformational Leadership (X1) variable has a positive effect on the OCB (Y1) variable by 42.23%. Thus the H1b hypothesis in this study is accepted. Previous research that supports this study is Hongdan Zhao research who confirmed that leadership has an effect on OCBE. This study proves that the dominant dimension is Participatory leadership type. Generation Y employees state that the leader has tried to create a family atmosphere and build good communication in the work environment. The dimension of leadership style that is not implemented according to them is Participatory leadership type related to the leader always monitoring the subordinates related to the work done by their subordinates.
3. Hypothesis 2a: Organizational culture has a positive and significant effect on OCBE in generation X employees
Hypothesis testing with the PLS approach produces a path coefficient of -0.016 with t statistics of 0.114 smaller than the value of t table = 2.02, and the value of P-Values = 0.909 which is greater than $\alpha = 0.05$. The coefficient value is negative, meaning that the organizational culture variable has no positive and significant effect on OCBE. Thus the H2a hypothesis in this study was rejected. This means that a better organizational culture will not affect the increase in employee OCBE. The results of this study are not in line with the research of Hewawasam which states that organizational culture has an effect on OCBE. According to generation X employees, the dominant dimension in Organizational culture is team orientation, where employees enjoy working with the team. While what is lacking is the dimension of attention to detail, for example the employee's lack of completing work accurately.
4. Hypothesis 2b: Organizational culture has a positive and significant effect on OCBE in generation Y employees.
Hypothesis testing with the PLS approach produces a path coefficient of 0.225 with t statistics of 2.581 smaller than the value of t table = 2.02, and the value of P-Values = 0.010 which is smaller than $\alpha = 0.05$. The coefficient value is positive, meaning that the Organizational culture variable has a positive and significant effect on OCBE by 22.50%. Thus the H2b hypothesis is accepted. The results of this study are in accordance with the results of research conducted by Laura which states that Organizational culture has an effect on OCBE. This study states that individual orientation is the dimension with the greatest influence related to employees always working according to the specified targets. Meanwhile, what needs to be improved is the dimension of attention to detail, which is related to the completion of work accurately and carefully.
5. Hypothesis 3a: Work Motivation has a positive and significant effect on OCBE in generation X employees
Hypothesis testing with the PLS approach produces a path coefficient of 0.521 with t statistics of 3.525 greater than the value of t table = 2.02, and the value of P-Values = 0.002 which is smaller than $\alpha = 0.05$. The coefficient value is positive, which is 0.521, which means that the Work Motivation variable has a positive and significant effect on OCBE by 52.10%. Thus the hypothesis H3a in this study is accepted. The results of this study are in line with Pham's research. In this study, the most influential dimension is the need for affiliation where the work environment provides opportunities for employees to

show self-actualization. While the dimension that is lacking is the need for power, namely the lack of employees to work hard in order to get a better career.

6. Hypothesis 3b: Work Motivation has a positive and significant effect on OCBE in generation Y employees

Hypothesis testing with the PLS approach produces a path coefficient of 0.402 with t statistics of 3.525 greater than the value of t table = 2.02, and the value of P-Values = 0.002 which is smaller than $\alpha = 0.05$. The coefficient value is positive, which is 0.402, which means that the Work Motivation variable has a positive and significant effect on OCBE by 40.20%. Thus the H3b hypothesis in this study is accepted. The results of this study prove that the greatest dimension of work motivation according to generation Y employees is the need for affiliation related to employees being always involved in important activities in the organization and the current work environment provides opportunities for employees to self-actualize. What is felt to be lacking in Work Motivation is related to the need for power, namely the courage of employees to express their opinions directly to their superiors or colleagues.

7. Hypothesis 4a: Leadership style, Organizational Culture and Work Motivation simultaneously affect OCBE in generation X employees

The simultaneous significant test results show that the calculated F value in this study is 21.30 for the X generation, the F table value at alpha 0.05 is 2.61. This means that $f_{count} > f_{Table}$ (2.61), so together the variables of leadership style (X1), Organizational Culture (X3) and Work Motivation have an effect on OCBE (Y1). Thus the hypothesis H4a in this study is accepted.

Generation X employees feel that the implementation of OCBE in the organization is good with regard to Eco-Initiatives, for example, with the habit of disposing of trash in its place. What is still lacking is related to the dimension of Eco-Civic Engagement, namely related to employee participation in participating in pro-environmental programs.

8. Hypothesis 4b: Leadership style, Organizational Culture and Work Motivation simultaneously affect OCBE in generation Y employees.

The simultaneous significant test results show that the calculated F value in this study is 45.04 for generation Y, the F table value at alpha 0.05 is 2.61. This means that $f_{count} > f_{Table}$ (2.61), so together the variables of leadership style (X1), Organizational Culture (X3) and Work Motivation have an effect on OCBE (Y1). Thus the H4b hypothesis in this study is accepted. This means that the better Leadership style, Organizational Culture and Work Motivation will affect the increasing OCBE of generation Y employees. The most dominant dimension of OCBE is the Eco-Civic Engagement dimension, which is related to employees being able to maintain the work environment. Meanwhile, what is less dominant is the Eco-Helping dimension, namely employees who are not brave enough to reprimand their colleagues if there are those who do not take good care of the environment.

Conclusions and suggestions

This study proves that Leadership Style, Organizational Culture and Work Motivation simultaneously affect OCBE, except for the X generation group of employees that Organizational Culture has no effect on OCBE.

Suggestions for organizations:

- a. Leadership style: Leaders are expected to further enhance the type of participatory leadership related to openness in receiving suggestions and monitoring their subordinate work.

- b. Organizational culture: Organizations need to develop work environment conditions by integrating an organizational culture that prioritizes work quality.
- c. Work Motivation: Organizations can further increase employee motivation by conducting various trainings. So that employees can work harder for career advancement and are more courageous in expressing opinions to superiors or colleagues.
- d. Organizational Citizenship Behavior for Environment: Organizations carry out various pro-environmental activities so that they can further increase employee participation in Eco-Civic Engagement and Eco-Helping.

Future researchers are expected to develop research models and examine other variables that are thought to influence OCBE behavior, for example related to Employee Green Behavior.

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