



Organizational Citizenship Behavior for the Environment in University

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ABSTRACT

The environmental concern has become an emerging topic in organization's human resource management strategy, especially in improving employee's environmental behavior at work. Currently, the social responsibility, especially the environmental responsibility has been of concern to scholars, organizations or governments. This study aims to analyze the effect of Green Transformational Leadership, Green Commitment and Organizational Culture on Job Satisfaction and its implications for Citizenship Behavior for the Environment (OCBE). The research method used is a qualitative method with the object of employee at university. Data analysis uses Structural Equation Model with Partial Least Square software. Research results prove there is an influence of Green Transformational Leadership, Green Commitment and Organizational Culture on Citizenship Behavior for the Environment (OCBE) through Job Satisfaction at University.

Keywords: Green Transformational Leadership, Green Commitment, Organizational Culture, Job Satisfaction, Citizenship Behavior for the Environment

JEL Classification: L2, J2

1. INTRODUCTION

Today we are faced with the demands of global competition which demands that countries in the world can adapt massively in the era of globalization or what is now commonly referred to as the Industrial 4.0 era. This clearly must be balanced with efforts to improve the quality of the University. In response, environmental management efforts are increasing (Hillary, 2004) and organizations are evolving from pollution control to prevention strategies (Chen et al., 2013; Kitazawa and Sarkis, 2000; Klassen, 2001). Despite these efforts, many organizations are experiencing significant human resource challenges in implementing environmental initiatives (Dye, 2001; Daily et al., 2002; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Rothenberg, 2003).

Thus, industrialists have selected to observe their environmental impact through the decisions regarding goods design, operation

design and operational measures to show their efforts toward environmental initiative as a part of OCBE.

On the other hand, when employee feels that the supervisor's intention regarding environmental issue is pretending, it would have an indirect negative influence employee perspective on OCBE (Lülfes and Hahn, 2013).

Efforts to improve the quality and improve the management of human resources are certainly closely related to the aspect of education, the emphasis on the aspect of education is reflected in the quality of higher education in Indonesia which currently leads to international standardization in order to meet the requirements of becoming a sustainable tertiary institution. In realizing sustainable organizations, every member of the organization even up to the individual level has an important role. Employees who are willing to do more, related to the environment outside of their formal responsibilities, are known as organizational citizenship behavior for the environment (OCBE).

Some organizations have been shown their effort on environment initiative as environmental management through policies, goals, contamination avoidance projects, strategies, and sustainable report but there is the part of unplanned, discretionary, and casual activities in the working environment that generally dismiss by employees (Boiral, 2009; Daily et al., 2009; Ramus and Killmer, 2007).

Based on the results of the pre-survey conducted to 30 respondents at the university, it was found that OCBE which consists of three dimensions namely Eco-initiative, Eco-civic engagement, and Eco-helping has not been maximally implemented. Some factors that are considered important in influencing OCBE employees are Green Transformational Leadership, Green Commitment, Organizational Culture and job satisfaction.

2. LITERATURE REVIEW

2.1. Green Transformational Leadership

Avolio and Bass (2004) states that the nature of transformational leadership there are four components that must be owned by every leader, namely inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration. Green Transformational Leadership is a transformational leadership that has high environmental awareness and environmental responsibility (Chen, 2013; Kura, 2016).

2.2. Green Commitment

Employees who are committed to the organization are circumstances in which there is a sense of belonging, defending and struggling with all their strength, time and mind for the organization's progress in achieving the ideals that are hoped for Together.

The existence of a high commitment attitude, employees voluntarily do earnestly what the goals and interests of the organization. They will do everything consciously such as behaving in an environmentally friendly manner and so on which is the organization and government program (Morrow, 2011).

2.3. Organizational Culture

Organizational Culture According to Robbins and Coulter (2010. p. 51) organizational culture is the values, principles, traditions, and attitudes that influence the way members behave in organizations.

2.4. Job Satisfaction

Employees who have a positive sense of the work they live and understand their personal and organizational characteristics are job satisfaction (Robbins and Judge, 2009). Thinking of always advancing together and feeling confident about the organization is the thought of employees who have high levels of job satisfaction, and vice versa. job satisfaction is a reward for employee behavior towards the organization in various work situations that are carried out and carried out effectively, or it can be said that the way employees respond to their work by looking at it from various perspectives so that they can feel something positive from the work produced.

2.5. Citizenship Behavior for the Environment (OCBE)

According to Boiral and Paille (2011) OCBE is a behavior that is considered as an important contributor to the sustainability of the organization's environment and is an important part of the organization. Boiral and Paille (2011) have explored and validated three dimensions that are easily interpreted to measure OCBE, namely, environmental initiatives, environmental assistance and civil society involvement. The involvement of civilians, discussed in this study, is related to voluntary participation in environmental programs and organizational activities.

The research framework is as shown below in Figure 1.

3. RESEARCH METHODS

A quantitative approach should be applied if the study's purpose is to infer the population's characteristic, attitude, or behavior from a sample (Creswell, 2003). This type of research is quantitative research. Thus, as our study aims to measure the effect of Green Transformational Leadership, Green Commitment and Organizational Culture on Job Satisfaction and its implications for Citizenship Behavior for the Environment (OCBE). The object of this research is this research was conducted at private University in Jakarta. The sample in this study was a sample of 100 people. The technique of sampling is random sampling and data analysis uses SEM/PLS.

4. ANALYSIS AND DISCUSSION

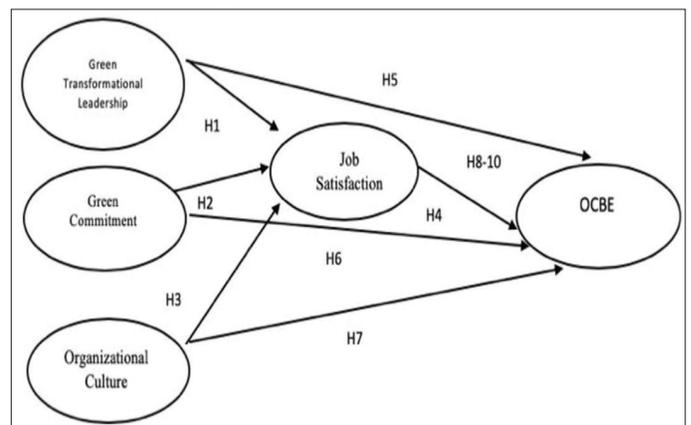
4.1. Convergent Validity Testing

Table 1 shows the results of testing all indicators having an outer loading value above 0.7 so that it can be concluded that the above indicators meet the proper convergent validity criteria.

4.2. Discriminant Validity

Table 2 shows the results of the discriminant validity test where all the values of Average variance extracted (AVE) are more than 0.50. Thus it can be concluded that this measurement meets convergent validity requirements based on the value of Average Variance Extracted (AVE).

Figure 1: Research Framework



Source: Primary data processed, 2020

4.3. Composite Reliability

Based on Table 3, it can be explained the results of composite reliability testing that shows satisfactory values, where all latent variables have been reliable because all of the variable values have composite reliability values ≥ 0.70 . In other words, the questionnaire used as an instrument in this study is reliable or consistent. Thus it can be concluded that, all indicators are indeed a measure of their respective constructs.

4.4. Goodness of Fit Model

The results of testing the empirical model of this study can be seen in the visualization of Figure 2 as follows:

4.5. Structural Model Testing (Outer Model)

The results of hypothesis testing using SmartPLS 3.2.8 software can be seen in Table 4 as follows (Figure 3):

Hypothesis testing in this study are as follows:

1. There is a Significant Effect of Green Transformational Leadership (X1) on Job Satisfaction (Y1)
Based on Table 4, it is known that the value of t statistics is 5.893 which is greater than the value of t table = 2.28, and the value of p-values = 0.002 which is smaller than $\alpha = 0.05$. The

coefficient value is positive that is equal to 0.478 meaning that the Green Transformational Leadership (X1) variable has a positive effect on the Job Satisfaction (Y1) variable of 47.8%. Thus the H1 hypothesis in this study which states that "Green Transformational Leadership (X1) has a significant effect on Job Satisfaction (Y1)" is accepted.

2. There is a Significant Effect of Green Commitment (X2) on Job Satisfaction (Y1)

Based on Table 4, it is known that the value of t statistics is 3,526 which is greater than the value of t table = 2.28, and the value of p-values = 0.017 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is equal to 0.21 meaning that the Green Commitment (X2) variable has a positive effect on the Job Satisfaction (Y1) variable of 21%. Thus the H2 hypothesis in this study which states that "Green Commitment (X2) has a significant effect on Job Satisfaction (Y1)" is accepted.

3. There is a significant influence of Organizational Culture (X3) on Job Satisfaction (Y1)

Based on Table 4, it is known that the value of t statistics is 6.182 which is greater than the value of t table = 2.28, and the value of p-values = 0.002 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is equal to 0.262 which means that the Organizational Culture (X3) variable has a positive effect on the Job Satisfaction (Y1) variable of 26.2%. Thus the H3 hypothesis in this study which states that "Organizational Culture (X3) has a significant effect on Job Satisfaction (Y1)" is accepted.

4. There is a Significant Effect of Job Satisfaction (Y1) on OCBE (Y2)

Based on Table 4.18, it is known that the value of t statistics is 4.666 which is greater than the value of t table = 2.28, and the value of p-values = 0.006 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is equal to 0.259 meaning the Job Satisfaction (Y1) variable has a positive effect on the OCBE variable (Y2) of 25.9%. Thus the H4 hypothesis in this study which states that "Job Satisfaction (Y1) has a significant effect on OCBE (Y2)" is accepted.

5. There is a Significant Effect of Green Transformational Leadership (X1) on OCBE (Y2)

Based on Table 4, it is known that the value of t statistics is 6,288 which is greater than the value of t table = 2.28, and the value of p-values = 0.001 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is equal to 0.229 meaning that the Green Transformational Leadership (X1) variable has a positive effect on the OCBE variable (Y2) of 22.9%. Thus the H5 hypothesis in this study which states that "Green Transformational Leadership (X1) has a significant effect on OCBE (Y2)" is accepted.

6. There is a Significant Effect of Green Commitment (X2) on OCBE (Y2)

Based on Table 4, it is known that the value of t statistics is 10,045 which is greater than the value of t table = 2.28, and the value of $P \leq 0,000$ which is smaller than $\alpha = 0.05$. The coefficient value is positive that is 0.254 which means that the Green Commitment (X2) variable has a positive effect on the OCBE variable (Y2) of 25.4%. Thus the H6 hypothesis in this study which states that "Green Commitment (X2) has a significant effect on OCBE (Y2)" is accepted.

Table 1: Convergent validity test results

Variable	Indicator	Outer loading	Note
Green transformational leadership (X1)	X1.1	0.913	Valid
	X1.2	0.804	Valid
	X1.3	0.723	Valid
	X1.4	0.805	Valid
Green commitment (X2)	X2.1	0.895	Valid
	X2.2	0.822	Valid
Organizational culture (X3)	X3.1	0.866	Valid
	X3.2	0.887	Valid
	X3.3	0.838	Valid
Job satisfaction (Y1)	Y1.1	0.875	Valid
	Y1.2	0.885	Valid
	Y1.3	0.859	Valid
OCBE (Y2)	Y2.2	0.912	Valid
	Y2.3	0.916	Valid

Source: Primary data processed. 2020

Table 2: Discriminant validity test results

Variable	Average variance extracted (AVE)
Green transformational leadership (X1)	0.663
Green commitment (X2)	0.738
Organizational culture (X3)	0.746
Job satisfaction (Y1)	0.762
OCBE (Y2)	0.835

Source: Primary data processed. 2020

Table 3: Composite reliability testing

Variable	Composite reliability	Note
Green transformational Leadership (X1)	0.886	Reliable
Green commitment (X2)	0.849	Reliable
Organizational culture (X3)	0.898	Reliable
Job satisfaction (Y1)	0.906	Reliable
OCBE (Y2)	0.910	Reliable

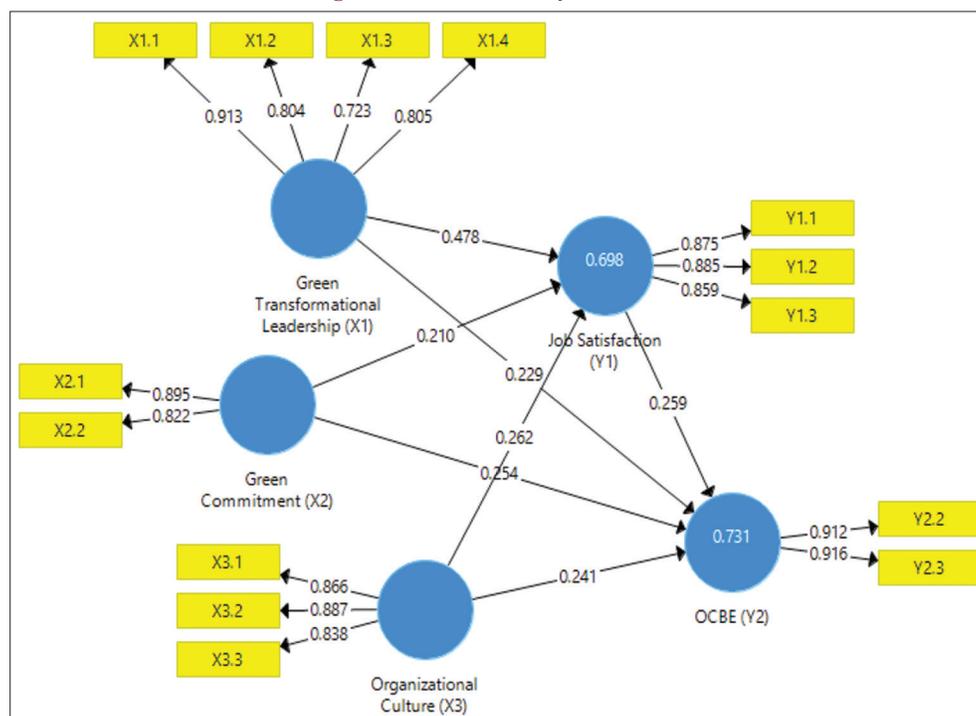
Source: Primary data processed. 2020

Table 4: Path coefficient, t-statistics, and P values values

	Original Sample (O)	t statistics ((O/STDEV))	P values	Note
Direct influence				
Green Transformational Leadership→Job Satisfaction	0.478	5.893	0.002	Significantly Positive Influence
Green Commitment→Job Satisfaction	0.210	3.526	0.017	Significantly Positive Influence
Organizational Culture→Job Satisfaction	0.262	6.182	0.002	Significantly Positive Influence
Job Satisfaction→OCBE	0.259	4.666	0.006	Significantly Positive Influence
Green Transformational Leadership→OCBE	0.229	6.288	0.001	Significantly Positive Influence
Green Commitment→OCBE	0.254	10.045	<0.000	Significantly Positive Influence
Organizational Culture→OCBE	0.241	3.491	0.017	Significantly Positive Influence
Indirect influence				
Green Transformational Leadership→Job Satisfaction→OCBE	0.124	4.520	0.006	Significantly Positive Influence
Green Commitment→Job Satisfaction→OCBE	0.054	1.763	0.138	not significant
Organizational Culture→Job Satisfaction→OCBE	0.068	2.884	0.034	Significantly Positive Influence
Total Influence				
Green Transformational Leadership→Job Satisfaction→OCBE	0.353	6.403	0.001	Significantly Positive Influence
Green Commitment→Job Satisfaction→OCBE	0.309	7.574	0.001	Significantly Positive Influence
Organizational Culture→Job Satisfaction→OCBE	0.309	4.833	0.005	Significantly Positive Influence

Source: Primary data processed, 2020

Figure 2: Results of Analysis with PLS



Source: Primary data processed, 2020

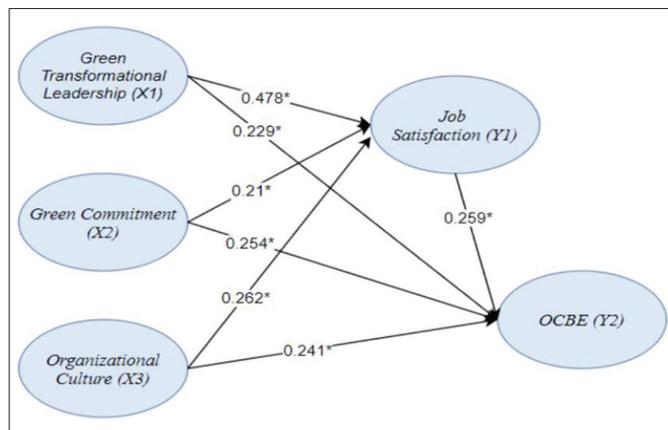
7. There is a significant influence of Organizational Culture (X3) on OCBE (Y2)

Based on Table 4, it is known that the value of t statistics is 3.491 which is greater than the value of t table = 2.28, and the value of p-values = 0.017 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is equal to 0.241 which means that the Organizational Culture (X3) variable has a positive effect on the OCBE variable (Y2) of 24.1%. Thus the H7 hypothesis in this study which states that “Organizational Culture (X3) has a significant effect on OCBE (Y2)” is accepted.

8. There is a Significant Effect of Green Transformational Leadership (X1) on OCBE (Y2) through the Job Satisfaction (Y1)

Based on Table 4, it is known that the value of t statistics for the Green Transformational Leadership variable is 4.52 which is greater than the value of t table = 2.28, and the value of P = 0.006 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is 0.124 which means that the Green Transformational Leadership (X1) variable has a positive effect on the OCBE variable (Y2) through Job Satisfaction (Y1) of 12.4%. Thus the H8 hypothesis in this study which states that “Green Transformational Leadership (X1) has a significant effect on OCBE (Y2) through Job Satisfaction (Y1)” is accepted.

9. There is a significant influence of Green Commitment (X2) on OCBE (Y2) through the Job Satisfaction (Y1)

Figure 3: Indirect effect testing with Smart PLS

Source: Primary data processed, 2020

Based on Table 4, it is known that the value of t statistics for the Green Commitment variable is 1,763 which is smaller than the value of t table = 2.28, and the value of p-values = 0.138 is greater than $\alpha = 0.05$ so that the Green Commitment variable (X2) has no positive effect on the OCBE variable (Y2) through Job Satisfaction (Y1). Thus the H9 hypothesis in this study which states that “Green Commitment (X2) has a significant effect on OCBE (Y2) through Job Satisfaction (Y1)” is rejected.

10. There is a significant influence of Organizational Culture (X3) on OCBE (Y2) through the Job Satisfaction (Y1)

Based on Table 4, it is known that the value of t statistics for the Organizational Culture variable is 2.884 which is greater than the value of t table = 2.28, and the value of p-values = 0.034 which is smaller than $\alpha = 0.05$. The coefficient value is positive that is equal to 0.068 which means that the Organizational Culture (X3) variable has a positive effect on the OCBE variable (Y2) through Job Satisfaction (Y1) of 6.8%. Thus the H10 hypothesis in this study which states that “Organizational Culture (X3) has a significant effect on OCBE (Y2) through Job Satisfaction (Y1)” is accepted.

5. DISCUSSION

5.1. Green Transformational Leadership affects Job Satisfaction

The results of this study prove that Green Transformational Leadership has an effect on Job Satisfaction among employees in the organizations studied. The most influential dimension in Green Transformational Leadership is idealized influence where the leader gives an example of paying attention to environmental sustainability and the leader provides instructions on how to complete a job while still paying attention to environmental sustainability. Good leadership will have an impact on employee job satisfaction.

5.2. Green Commitment affects Job Satisfaction

This study proves that Green Commitment has an effect on Job Satisfaction. The dimension that most influences Green Commitment is Affective Commitment. Where there is a person's emotional involvement in the organization in the form of feeling

proud of the organization where he works. This can be seen in the presence of employees who are proud of an environmentally friendly organization to others outside the organization. They also feel the organizational problems related to environmental sustainability as if they were their own problems. The existence of a high Green Commitment will increase employee job satisfaction.

5.3. Organizational Culture affects Job Satisfaction

The results of this study prove that Organizational Culture has an effect on Job Satisfaction. The dimension that most influences Organizational Culture is Aggressiveness. In the organizations studied, employees carry out their duties with full initiative and do not always depend on the leadership. They also set plans and strive to work out job problems well.

5.4. Job Satisfaction has an effect on OCBE

This study proves that Job Satisfaction has an effect on OCBE. In Job Satisfaction, the most influential dimension is job challenges. In their work, employees really like challenges at work and they try to be able to complete tasks. If they can complete the task well then they will be satisfied and this will affect their OCBE.

5.5. Green Transformational Leadership has an effect on OCBE

The results of this study prove that Green Transformational Leadership has an effect on OCBE. The results of this study are in line with Bilal's (2015) study which states that leadership affects environmentally friendly behavior. The dimension with the weakest influence on Green Transformational Leadership is intellectual stimulation. In this case, leaders need to be able to act as a foster and develop creative ideas so that they can give birth to innovation, as well as as creative problem solvers, so that they can produce solutions to various problems that arise in the organization. It is hoped that leaders can encourage employees to use creativity in completing work related to environmentally friendly programs. Leaders are also expected to encourage employees to always be innovative in completing work related to environmentally friendly programs.

5.6. Green Commitment has an Effect on OCBE

This study proves that Green Commitment has an effect on OCBE. The results of this study are in line with research by Chin Chang (2016) which states that organizational commitment is positively related to OCBE involvement. Related to Green Commitment, the weakest dimension is Normative Commitment. This confirms that there needs to be an increase in Normative Commitment for employees. Normative Commitment is the commitment of employees to survive in the organization due to their obligations and responsibilities towards the organization which are based on considerations of employee norms, values and beliefs. Employees are expected to be committed and consider that moving from an organization that cares about environmental sustainability to another organization is unethical. Organizations also expect employees to remain with the organization throughout their careers.

5.7. Organizational Culture Influences OCBE

The results of this study prove that Organizational Culture has an effect on OCBE. This study supports research conducted by

Pascal (2013) and Patricia (2016) which states that there is a positive relationship between organizational culture and OCBE. The dimension that less influences Organizational Culture is personality. Where group members are expected to help each other more and respect differences of opinion. With a good culture will further improve employee OCBE.

5.8. Green Transformational Leadership Affects OCBE through Job Satisfaction

This study proves that Green Transformational Leadership has an effect on OCBE through Job Satisfaction. Research that supports the results of this study is the research of Zhao and Zhou (2019) which states that leadership has an effect on OCBE. The weakest dimension of Job Satisfaction is related to job protection. It is hoped that the organization can pay more attention to the protection of the work of its employees. So that by increasing employee satisfaction, it will further increase employee OCBE.

5.9. Green Commitment Has No Effect on OCBE Through Job Satisfaction

The results of this study prove that Green Commitment has no effect on OCBE through Job Satisfaction. This means that Green Commitment has a direct influence on OCBE. Associated with OCBE, the least influential dimension is the Eco Civic Engagement. It is hoped that later the organization will always update information about environmental programs carried out by the organization and take environmental conservation actions that contribute positively to the image of the organization.

5.10. Organizational Culture Influences OCBE through Job Satisfaction

This study proves that Organizational Culture has an effect on OCBE through Job Satisfaction. This means that the influence of Organizational Culture on OCBE will be greater if it is supported by job satisfaction. The dimension that has the greatest influence on OCBE is Eco Helping. In the organizations studied, employees spontaneously gave time to help colleagues so that they were aware of the environment in every job and provided an example for colleagues to behave in an environmentally friendly manner.

6. CONCLUSION

This research proved that:

1. Green Transformational Leadership affects Job Satisfaction
2. Green Commitment affects Job Satisfaction
3. Organizational Culture influences Job Satisfaction
4. Job Satisfaction influences OCBE
5. Green Transformational Leadership influences OCBE
6. Green Commitment affects OCBE
7. Organizational Culture influences OCBE
8. Green Transformational Leadership influences OCBE through Job Satisfaction
9. Green Commitment has no effect on OCBE through Job Satisfaction
10. Organizational Culture influences OCBE through Job Satisfaction.

6.1. Recommendation

1. Green Transformational Leadership: The weakest dimension in Green Transformational Leadership is intellectual stimulation. It is hoped that the organization will create a program that encourages leaders to further encourage their subordinates to develop creative ideas so that they are more creative and innovative.
2. Green Commitment: The weakest dimension is Normative Commitment. Organizations can increase the Normative Commitment of their employees by paying more attention to the compensation system and employee career paths so that they can continue to work for the organization throughout their careers.
3. Organizational Culture: The dimension that less influences Organizational Culture is personality. In order to overcome these problems, organizations can conduct training related to understanding organizational culture and teamwork.
4. Job Satisfaction: The weakest dimension of Job Satisfaction is related to job protection. Organizations can make improvements to programs related to employee occupational protection, such as providing insurance and improving occupational safety and health systems.
5. OCBE: Associated with OCBE, the least influential dimension is Eco Civic Engagement. Companies can create information systems related to environmental programs carried out by the company so that they can increase employee green behavior.
6. Future research is expected to further develop independent variables that have not been studied by the author, or by increasing the number of research samples.

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