

ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS THE ENVIRONMENT BETWEEN EMPLOYEES OF SERVICE AND MANUFACTURING FIRMS IN SEMARANG

Bernadeta Irmawati (Department of Management, Faculty of Economics and Business, Soegijapranata Catholic University)

Berta Bakti Retnawati (Department of Management, Faculty of Economics and Business, Soegijapranata Catholic University)

Ch. Triharjanti (Department of Management, Faculty of Economics and Business, Soegijapranata Catholic University)

Email: irmawati_b@unika.ac.id

Abstract—Green business applied in the operations of firms will influence policies in their human resources management, one of which is the human behavior. OCBE is an employee voluntary behavior that is not followed by rewards or awards from the firm that leads to environment. OCBE is categorized into three; namely eco initiatives, eco-civic engagement, and eco helping. Hypothesis proposed in this research was that there were OCBE differences for employees in service and manufacturing firms. The number of respondents was 60 employees from service firms and 60 from manufacturing firms. Data collection method used questionnaires and the hypothesis testing was carried out by discrimination test of two averages. Based on the analysis, the hypothesis that there are OCBE differences in employees of service and manufacturing firms is supported.

Keywords— Green Business, OCBE, Employees of Service and Manufacturing Firms

I. INTRODUCTION

The application of green business in firms is not only based on formal management systems, innovation, strategic decisions, activities, or technologies; policies carried out by employees such as proposed improvements in energy efficiency, waste selection and processing, or reinforcement of “green” commitment may provide significant influence or impact on environmental performance (Ramus and Stegre, 2000). Even customers, suppliers, society, and government require organizations to take on greater environmental responsibility, which is responded by the improvement of environmental management efforts (Hillary, 2000). It makes the challenge for the human resources

management to carry out movement of initiatives towards the environment along with the customers (Daily, Bishop, & Steiner, 2002; Daily & Huang, 2000). The success of environmental programs depends on employee behavior and even exceeds the formal awards and performance evaluation systems (Daily et.al, 2009). One of the behaviors that support organizational success is OCB (Organizational Citizenship Behavior); it is a voluntary behavior or carried out by employees without being followed by rewards or awards (Ogan and Podsakof, 2006).

Along with the development of OCB, OCBE (Organizational Citizenship Behavior towards Environment) emerges. OCBE is a free action taken by employees that is not followed by rewards and is directed at improving the environment (Daily et al., 2009). There are several backgrounds on why OCBE needs to be considered in research and practice; i.e. the diversity of environmental issues, the limitations of formal management systems, the role of tacit knowledge, the importance of mutual relationships, and the collaboration in pollution prevention measures (Boiral, 2009). In other words, the complexity of the current environmental issues can no longer be managed through the formal system alone.

Employees can engage in voluntary pro-environment behavior in various ways. For instance, they can develop, suggest, and share innovative ideas or practices or carry out discretionary actions in the workplace that contribute to improving the environmental performance. Most environmental programs generally assume some kinds of voluntary employee involvement. For example, a program to reduce and recycle remainder materials that cannot be

implemented without the active participation of an employee related to these materials in daily activities.

Various studies have shown that these prevention initiatives generally improve the environmental performance and competitiveness (Boiral, 2005). Employees can also play an important role in the development of environmental innovations at the workplace (Daily et al., 2009). For example, due to their proximity to the production process, employees can share information about toxic emissions and offer practical solutions that are often cheaper than applying modern technology (Boiral, 2002). In general, employees are the key players in developing lean and green practices that help in improving the production operations and the environment of performance (Roy et al, 2001; Rothenberg and Maxwell, 2001). Actions such as reducing waste are closely related to the production and quality of management downsizing, in addition to the high dependent on employee initiatives (King and Lenox, 2001).

According to Daily et al. (2009), the number of studies on voluntary initiatives at individual level is still few. In literature, the concept of employee involvement mostly arises in formal practices at organizational level, such as the implementation of environmental management systems and the promotion of green initiatives. The bottom-up employee-based environmental initiative seems to be mostly done formally, through policies and reward systems rather than voluntary and discretionary. Currently, more and more organizations are starting to implement environmental policies and programs (Jiang and Bansal, 2003; Kitazawa and Sarkis, 2000; Christmann and Taylor, 2006; Boiral, 2007); hence, it requires behavioral support from employees and most importantly is voluntary.

The behavior of employees in service and manufacturing firms has their respective characteristics in accordance with the applicable policies. The existing studies have shown differences in OCB for employees of service and manufacturing firms (Harris, 2009). Likewise, OCBE can also be different for employees who work in service and manufacturing firms. Hence, this research focuses on the OCBE differences among employees of service and manufacturing firms in Semarang.

II. THEORETICAL FOUNDATIONS

OCB refers to individual discretionary actions that are indirectly or explicitly recognized by a formal compensation system that contributes to the general function of the organization. In general, OCB does not arise from the roles or tasks specified at work; in other words, it does not appear in the contract between the employee and the organization or in the job description. This behavior appears based on the person; thus, it has

nothing to do with punishment when a person does not perform the behavior (Organ, 1988).

The earliest research on OCB was done by Organ, et al. and it experiences improvement and development since then. An initial study conducted by Smith, et. al., 1983, focuses on altruism dan conscientiousness. According to Smith et al. (1983), altruism is the act of helping certain individuals in relation to work (e.g. helping someone with a heavy workload); while conscientiousness refers to internal norms that determine what a good employee must do. A further study done by Podsakoff et al., (1990) introduced civic virtue and sportsmanship as additional forms of OCB. Civic virtue is related to the willingness of employees to participate in different levels and various ways in the firm. Sportsmanship defined by Organ (1990) as the willingness of employees to tolerate less ideal conditions without complaining. Podsakoff and MacKenzie (1994) recommend to reject conscientiousness since it is regarded as something unexpected at workplace and therefore not a form discretionary behavior.

OCB-E is an individual, informal, and flexible behavior that supports “green” organizational programs (Boiral, 2009; Daily et al., 2009; Ramus and Killmer, 2007). Daily et al., (2009) state that OCB-E is carried out flexibly in an organizational context that is not valued or required by the organization. According to Ramus and Killmer (2007), OCB-E is a pro-social behavior related to the employees’ flexible efforts that leads to environment and contributes to the social welfare and creation of added value.

Boiral (2009) explores the environmental applications from six dimensions of OCB as proposed by Organ et al., (2006); namely *helping* (collaborating and assisting other employees to consider environmental issues), *sportsmanship* (positive attitude towards discomfort related to environmental practices), *organizational loyalty* (support for environmental policies and organizational actions), *organizational compliance* (fulfillment of environmental practices and procedures), *individual initiative* (flexibility in providing advice and initiatives at workplace), *self-development* (acquisition of environmental knowledge).

Based on factor analysis on the six dimensions of OCB, Boiral and Paille (2012) have classified them into three:

A. Eco-Initiative

Environmental initiatives are related to individuals with pro-environment initiatives at the workplace. Pro-environment initiatives are defined as discretionary or flexible role that is not based on formal reward system and it cumulatively helps to improve organizational environmental practices or performance. The environmental initiative factor covers three items: before doing the work, employees consider

consequences of actions before committing an action that may affect the environment; employees voluntarily take environmental actions initiatives in their daily works; and employees provide advice to colleagues on ways to more effectively protect the environment, even it is not their direct responsibility.

B. Eco-Civic Engagement

The involvement of eco-citizenship is related to civil citizenship that deals with organizational environmental activities both organizational loyalty and self-development. In this context, eco-civic engagement means defending the general interests of the organization and supporting its environmental commitments. Therefore, OCBE which is classified as eco-civic engagement is defined as a voluntary and unprofitable participation of employees in the environmental activities (event, initiative, or project) that have been institutionalized by the organization and contributes in improving its image or practice. This factor is related to events, initiatives, or projects that discuss the overall environmental situation of the organization that includes active participation in environmental events organized by the firm, keep up to date with firm environmental initiatives, take environmental actions that contribute positively to the organization’s image, willing to volunteer projects, business, or events dealing with environmental issues in the organization.

C. Eco-Helping

This factor is associated with supporting behavior and friendship that considers the environmental issues. OCBE which is classified as eco-helping is defined as voluntary and unprofitable behavior to help colleagues to better integrate the environmental problems at the workplace. This factor includes spontaneous actions of employees to provide time in helping colleagues to consider environment in all activities performed, encourage colleagues to adopt more environmentally conscious behaviors, and encourage colleagues to express their ideas and opinions about environmental issues.

The hypothesis proposed in this research is: there are differences of OCBE between employees of service and manufacturing firms.

III. RESEARCH METHOD

The objects of this research were employees at 2 services and 2 manufacturing firms located in Semarang. The population was 200 employees from either the services manufacturing firms. The research sample was 120 respondents consisting of 60 respondents from service firm employees and 60 from the manufacturing firm. The method of data collection was done with questionnaires regarding OCBE with 5 Likert scales from strongly disagree to strongly agree.

The measurements of OCBE variable were based on Liu (2017) which were categorized into three; they are **Eco Initiatives** that are measured by employees before doing any work consider the consequences of actions that affect the environment, employees in carrying out the daily work consider the environment and provide effective advice to colleagues to protect the environment even though it is not the responsibility of the employees. Secondly, **Eco Civic Engagement** can be measured from spontaneous actions of employees to provide time in helping colleagues to pay attention to the workplace environment, encourage colleagues to perform more environmentally conscious behaviors, encourage colleagues to express their ideas and opinions about environmental issues. Thirdly, **Eco Helping** that can be measured by the active participation of employees in environmental events organized by the firm and they are informed with policies related to environment.

The data analysis instrument employed to test the hypothesis was discrimination test of two averages of sample with a significance level of 5%. If the test result indicates less than 5% of significance level, the hypothesis is supported. The result of validity test showed valid and reliability at 71.90%.

IV. RESEARCH FINDINGS

Both the service and manufacturing firms in this research have already applied green business as can be shown, among others, by paperless, energy saving, waste treatment, organic and inorganic waste disposal, plastic reduction. Respondents of this research were employees of 2 service firms engaged in banking and 3 manufacturing firms engaged in furniture. The number of respondents from both the service and manufacturing firms was 206, and descriptions are as follows.

TABLE 1. DESCRIPTIONS OF RESPONDENTS

Information	Service Firms		Manufacturing Firms	
	F	%	f	%
Sex				
Male	20	33.33	42	70
Female	40	66.67	18	30
Age				
20 -30 years old	30	50	18	30
31-40 years old	24	40	24	40
41-50 years old	6	10	12	20
51-60 years old	0	0	6	10
Last Education				
Senior/Vocational High School	0	0	10	16.67
Associate’s Degree (D3)	24	40	20	33.33
Undergraduate	32	53.33	25	41.67
Graduate/Post-Graduate	4	6.67	5	8.33
Length of Work				
1-5 years	25	41.67	20	33.33
6-10 years	23	38.33	30	50
>10 years	12	20	10	16.67

(Source: primary data, processed)

Based on the table, it can be seen that the number of female respondents is higher in service firms (40%) than in manufacturing firms (18%). Whereas, 53.33% of the last education of respondents in service firms is Undergraduate graduates while in manufacturing firms are dominated by Associate’s Degree graduates with 41.67%. From the length of work, most of the respondents in both services (41.67%) and manufacturing firms (33.33%) have worked from 1-5 years.

The testing result of hypothesis which proposed that there are differences of OCBE between employees in service and manufacturing firms can be observed in the following table :

TABLE 2. DISCRIMINATION TEST RESULT OF OCBE BETWEEN EMPLOYEES OF SERVICE AND MANUFACTURING FIRMS

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
OCBE	Equal variances assumed	4.391	.038	5.748	118	.000
	Equal variances not assumed			5.748	117.174	.000

As can be seen, the result of the Lavene’s Test shows that the significance is at 0.038 which can be explained that OCBE variance of employees in service and manufacturing firms is not homogenous; hence, the test result used is equal variances not assumed. Based on the significance value of 0.000, which is lower than 0.05, it can be stated that the hypothesis is supported in which there are differences of OCBE between employees of service and manufacturing firms. This result is supported by the averages of each category as shown in the following table:

TABLE 3. AVERAGE OF OCBE CATEGORY BETWEEN EMPLOYEES OF SERVICE AND MANUFACTURING FIRMS

Category	Service firms	Manufacturing Firms
Eco Initiatives	4.42	3.75
Eco Civic Engagement	3.99	3.61
Eco Helping	3.76	3.47

(Source: primary data, processed, 2019)

Table 3 shows that the average of all categories is higher for service firms compared to the manufacturing firms, especially for the eco-initiatives category. This finding is in lined with a study done by Lucia and Irmawati (2017) in which OCBE for banking employees has high category.

V. CONCLUSION

OCBE is a voluntary behavior of employees without being followed by rewards that lead to the environment; and the result shows that the proposed hypothesis in which there average differences of OCBE between employees in service and manufacturing firms is supported. Based on three categories of OCBE (eco initiatives, eco civic engagement and eco helping) services firms higher than manufacturing firms.

ACKNOWLEDGEMENT

The researchers thank to Indonesia General Directorate of Higher Education and Employses of Services and Manufacturing Firms who have participated.

REFERENCES

- [1] Boiral, O. (2002). Tacit knowledge and environmental management. *Long Range Planning*, 35(3), 291–317.
- [2] Boiral, O. (2005). The impact of operator involvement in pollution reduction: Case studies in Canadian chemical companies. *Business Strategy and the Environment*, 14(6), 339–360.
- [3] Boiral, O. 2007. Corporate Greening through ISO 14001: A Rational Myth? *Organization Science*, 18, 1, 127–146.
- [4] Boiral .2008. Greening The Corporation Through Organizational Citizenship Bahviors. *Journal of Business Ethics* : 87;221-236
- [5] Boiral .2009. Greening The Corporation Through Organizational Citizenship Bahviors. *Journal of Business Ethics* : 87;221-236
- [6] Boiral dan Paille. 2012. Organizational Citizenship Behaviour for the Environment:. *J Bus Ethics* , 109:431–445.
- [7] Branzei, O., Ursacki-Bryant, T.J. Vertinzky I. & Zhang, W. 2004. The Formation of Green Strategies in Chinese Firms: Matching Corporate Environmental Responses and Individual Principles. *Strategic management Journal*, 25, 1075-1095.
- [8] Christmann, P. & Taylor, G. 2006. Firm Self-Regulation through International Certifiable Standards: Determinants of Symbolic Versus Substantive Implementation. *Journal of International Business Studies*, 37, 863–878.
- [9] Daily, B.F., Bishop J.W. & Govindarajulu,N. 2009. A Conceptual Model for Organizational Citizenship Behavior Directed Toward the Environment. *Business & Society*, 48, 2, 243-256.
- [10] Hillary, R. (2000). Environmental management system standards: Environmental protection the voluntary way. *The Safety & Health Practitioner*, 18(4), 52-54
- [11] Luu, T. T. 2017. CSR and organizational citizenship behavior for the environment in hotel industry: the moderating roles of corporate entrepreneurship and employee attachment styles, *International Journal of Contemporary Hospitality Management*, 1-82

- [12] Irmawati, B. Dan Lucia , HP. 2017. Organizational Citizenship Behavior Karyawan Perusahaan Jasa.
- [13] Jiang, R.J. & Bansal, P. 2003. Seeing the Need for ISO 14001. *Journal of Management Studies*, 40, 4, 1047–1067.
- [14] King, A. & Lenox, M. 2001. Does It Really Pay to Be Green? An Empirical Study of Firm Environmental and Financial Performance. *Journal of Industrial Ecology*, 5, 1, 105116.
- [15] Kitazawa, S. & Sarkis, J. 2000. The Relationship Between ISO 14001 and Continuous Source Reduction Programs. *International Journal of Operations and Production Management*, 20, 2, 225-248.
- [16] Organ, D. W. (1990). The motivational basis of organizational citizenshipbehavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 12, pp. 43–72). Greenwich, CT: JAI Press.
- [17] Organ, D., Podsakoff, P. and MacKenzie, S. 2006, *Organizational Citizenship Behavior: Its nature, antecedents, and consequences*, Thousand Oaks: Sage Publications
- [18] Paille dan Boiral. (2012). Linking Environmental Management Practices And Organizational Citizenship Behavior For The Environment: A Social Exchange Perspective, ISBN-978-2-89524-370-0
- [19] Paille, Chen, Boiral, Jin. (2013). The Impact of Human Resource Management on Environmental. *J Bus Ethics* .
- [20] Ramus, C. A. & Killmer, A. B. 2007. Corporate Greening through Prosocial Extrarole Behaviours – A Conceptual Framework for Employee Motivation. *Business Strategy and the Environment*, 16, 8, 554-570.
- [21] Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee “Ecoinitiatives” at leading-edge European companies. *Academy of Management Journal*, 43(4), 605–626.
- [22] Ramus, C. A., & Killmer, A. B. C. (2007). Corporate greening through prosocial extra role behaviours: A conceptual framework for employee motivation. *Business Strategy and the Environment*, 16(8), 554–570.
- [23] Rothenberg, S. & Maxwell, J. 2001. Lean, Green, and the Quest for Superior Environmental Performance. *Production and Operations Management*, 10, 3, 228-243.