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The roles of environmentally specific-servant leadership in the influence of employees' corporate social responsibility perception on organizational citizenship behaviour toward environment in Semarang, Indonesia

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Abstract

Environmental sustainability is important today, and must be supported by companies and employees through pro-environmental behavior. The company support by employee's Corporate Social Responsibility (CSR) perception through Organization Citizenship Behavior toward Environment (OCBE). In order to support pro-environmental behavior, it is necessary to get support from Environmentally Specific Servant Leadership (ESSL), because the leadership can be a role model for employees so that employees are willing to do OCBE, therefore Environmentally Specific Servant Leadership (ESSL) becomes a moderating variable for the effect of CSR on OCBE. This study uses The Social Identity Theory and The Social Exchange Theory approach which shows that employees' perceptions of environmental CSR will make employee identity and affect OCBE, and if leader have the ESSL makes employees have an identity and will upgrade OCBE.

The purpose of this study was to analyze environmentally specific servant leadership variables as a moderating variable for the relationship of employee's CSR perceptions and the OCBE of company employees in Semarang Indonesia. A survey of 100 employees both from service and manufacturing companies in Semarang and the research hypotheses were empirically tested by moderated hierarchical regression.

Employee's CSR perceived influenced OCBE and also support effect interaction of environmentally specific servant leadership (ESSL) and CSR in predicting OCBE. Participant self reported their OCBE, next research OCBE were assessed by supervisors and peers so that it becomes more objective

Keywords: Environmentally Specific Servant Leadership, Corporate Social Responsibility, Organization Citizenship Behavior towards Environment

I. INTRODUCTION

With the increasing environmental problems such as global climate change and reduced biodiversity, companies are starting to pay attention to ecological and corporate behaviour. Eagerness to contribute to sustainable development has attracted the attention of academics, managers, and policy makers (Bansal and Song, 2017). In addition, green finance, green supply chains, and green human resources have become strategic choices for companies thinking about long-term development. The contribution of companies to sustainable development, various stakeholders (companies, government and non-profit organizations as well as individuals and teams in micro-level organizations) play an important role (Starik, Stubbs and Benn, 2016). However, researchers tend to focus on the environmental protection behaviour of companies from a strategic and operational perspective regardless of the basic importance of environmental protection behaviour of the company's employees (Galpin and Whittington, 2012).

2 Employees are important stakeholders in a company and environmental protection behaviour, companies rely heavily on their employee participation. In addition, interpersonal interactions among individual employees help to promote sustainable management at the macro level (Felin, Foss and Ployhart, 2015). 2 therefore, it is important to examine the environmental protection behaviour of the company 2 at the employee level. Research in this area focuses on the so-called organizational citizenship behaviour for the environment (OCBE). OCBE refers to the environmental practices of employees within the organization. In particular, 2 individual employees engage in environmentally friendly behaviour in their workplace and adopt it in an environmentally friendly manner. 2 For example, save paper, reduce energy consumption, help colleagues engage in environmental protection behaviour or make recommendations on environmental protection to organizational management. Such practices are usually consistent with green strategy organization and institutional requirements.

Researches examining the relationship between employee's CSR perceive and OCBE has begun to increase recently (Norton *et al.*, 2015). This relationship is important because the effect of CSR on employees' OCBE can spread to greater overall environmental performance (Ardito and Dangelico, 2018). For organizations 3 to achieve ecological sustainability, it is very important to understand how employee's CSR perceived affects employees' OCBE.

OCBE has received broader 3 attention over the past decade, responding to support for CSR research on micro level. Initially, CSR is studied at macro level or externally to an organization, this made CSR a competitive strategy for companies to strengthen relationships with the community (Baumgartner and Winter, 2014), while the actors of CSR are employees or internal company parties. A research by (Afsar, Cheema and Javed, 2018) states that to improve OCBE, it is necessary to have a role model from the leader who also concern about the environment which the so called Environmentally Specific Servant Leadership (ESSL).

12 This study aims to; one, examine the relationship between employee's OCB perceptions of the environment and OCBE; second, to test Environmentally Specific Servant Leadership (ESSL) as a moderating variable for 6 the relationship between employee's CSR perceptions and OCBE; third, to implement the Social Identity Theory and Social Exchange theory.

II. LITERATURE REVIEW

7 *Relationship between employee's Corporate Social Responsibility (CSR) perception and Organizational Citizenship Behaviour towards Environment (OCBE)*

3 Corporate Social Responsibility (CSR) can be defined as organizational action according to context and policies that consider stakeholder expectations and are based on three aspects, namely social, economic, and environmental aspects. These three aspects are referred to as *triple bottom line* namely *profit* (advantage), *people* (both from the internal side of the company and society) and *planet* (environmental and biodiversity conservation) (Aguinis and Glavas, 2012).

Organizations are involved in CSR activities to produce positive social change and environmental sustainability (Aguilera *et al.*, 2014) and are carried out by both the manufacturing and service industries, especially for the tourism industry, which places greater emphasis on CSR in an effort to present itself as a responsible global citizen (de Grosbois, 2016). Research shows that CSR is an innovative way that can be carried out service organizations to create value for society (Cheema, Afsar and Javed, 2020), strengthen ties with communities (Kasim, 2006), engage with social and environmental issues ((Liden *et al.*, 2008) and use sustainable resources. Initially, many CSR researches were conducted at the organizational level (Park, Choi and Kim, 2012) and how it plays a role in the society, CSR rating in its implementation by the outside parties, meaning that CSR researches are seen from the organization external parties. Currently, research at the micro organizational level or within the company is starting to emerge, and that a positive relationship with employee performance has been found (Norton *et al.*, 2015), employee relations (Vallaster, 2017). Measurement of CSR at the individual (employee) level is considered more accurate because it can capture CSR activities that are deeply embedded in the organization. Thus, the measurement of CSR at the individual level can be better able to capture employees' perceptions about how CSR is implemented and affects their behaviour. Employees' perception is important because it influences behaviour, attitudes, and performance.

OCBE is broadly defined by (Daily, Bishop and Govindarajulu, 2009) as voluntary actions carried out by employees in organizations that are directed at environmental improvement, while according to (Boiral and Paille ,2012) OCBE is an employee act voluntarily and is not explicitly recognized in the formal reward system and contributes to more effective environmental management.

Organization Citizenship Behaviour towards Environment (OCBE) is a derivative of OCB, although there are differences. OCBE describes voluntary behaviour that is less common but specifically beneficial to the environment, while OCB is voluntary behaviour that is common in nature and provides benefits to the organization more broadly. Examples of OCB behaviour are employees' decisions to come to meetings earlier, have a positive mind set, be ready to engage colleagues, help colleagues in carrying out duties, share knowledge about mistakes and speak well about the organization in front of people outside the organization. While instances of OCBE are employees ensure meeting room lights are turned off after meetings, limit electricity usage, use double-sided paper in printing, prefer to use stairs rather than elevators, and reduce plastic use. So it can be stated that OCB is behaviour that benefits the organization and OCBE is behaviour that benefits the environment. So that according to

Lam et al., (2013) in (Robertson and Barling, 2017) the two constructs of behaviour are different from one another; hence, the OCB measurement is not suitable to be used to measure the OCBE dimension or it can be said that the measurement is different.

Several reasons that OCBE consider it to be highly important in the sustainability of the organization's environment are; first, most of the pro-environmental behaviour in the workplace is based on employee voluntary involvement and making it part of job descriptions in formal jobs is quite difficult. Second, the effectiveness of formal environmental management practices often depends on voluntary pro-environmental behaviour; and third, cost-effective OCBE. Finally, although OCBE may appear insignificant, such behaviour when accumulated over time creates a substantial impact on an organization's environmental performance (Cheema, Afsar and Javed, 2020)

The Social Identity Theory (Mael and Asiforth, 2016) can also explain the relationship between CSR and the three dimensions of OCBE, namely eco-initiative, eco-assistance, and eco-civic engagement (Paillé *et al.*, 2014). Each of these discretionary actions reflects OCBE's direction towards the work held by employees in the form of personal initiative, towards other people in the environment, the workplace in the form of mutual support between employees, and towards the organization in the form of support for its commitment (Paillé, Boiral and Chen, 2013). Identifying with organizational social responsibility, employees tend to respond strongly to environmental programs and activities that they value. They can volunteer to participate in environmental programs and activities because they "learn" about the environmental programs in which the employer treats society. Apart from voluntary participation in environmental programs, employees can also inspire and help colleagues to integrate environmental issues (helping the environment). Identifying with the organization through CSR activities (Brammer, He and Mellahi, 2015), employees act as good citizens beyond their job descriptions by not only behaving pro-environmentally but also helping their colleagues to build pro-environmental habits starting from using recycled paper to avoid using the lift. In addition, the role of CSR is in activating environmental initiatives and transforming employees into agents of change from environmental practices (Glavas and Piderit, 2014) In other words, CSR can serve as an impetus to catalyst the three dimensions - eco-civic engagement, environmental assistance, eco-friendly initiatives - of OCBE among employees. Based on the explanation above, a hypothesis can be proposed

Hypothesis 1: Employees' perceptions of CSR affect OCBE

Environmentally specific servant leadership (ESSL) as moderating variable relationship employee's corporate social responsibility (CSR) perception and organization citizenship behaviour towards environment (OCBE)

Servant Leader is a leader who serves with the motivation to serve others (Liden et al., 2014). They prioritize the interests of others, act as role models, have empathy and have a moral responsibility for the success of their organization (Whittington, 2017). Based on the explanation above, Environmentally Specific Servant Leadership (ESSL) is seen as a leader who can be a role model with green values and a commitment to green goals as well as helping and serving employees who contribute to the sustainable growth of the organization and the larger community (Tuan, 2019). Based on (van Dierendonck, 2011; Tuan, 2019), the attribute of Environmentally Specific Servant Leadership (ESSL) is characterized by a leader that is capable of (Tuan, 2019) providing direction, empowering and developing communities to become pro-environmental citizens, and show humility, authenticity, good interpersonal skills, and help employees to contribute to the environment (Tuan, 2019). When compared to transformational leadership, spiritual leadership, and ethical leadership, ESSL reflects a higher level of orientation towards others especially employees and communities who care about the environment.

Luu's research (Tuan, 2020) shows that ESSL is able to moderate the relationship variable between Green HRM and OCBE. (Afsar, Cheema and Javed, 2018). research shows that ESSL moderates the relationship between CSR and pro-environmental behaviour. As stated by (Afsar, Cheema and Javed, 2018) in the Social Identity Theory approach, Environmentally Specific Servant Leadership (ESSL) can be used as a moderating mechanism for the relationship between CSR and pro environmental behaviour. (Cheema, Afsar and Javed, 2020) state that employees will identify themselves with their organization through identification of the leader who can become a figure or role model for them. A leader who has green values and pays attention to employees who participate in the environment can become a role model and will make employees have more OCBE. This means that in this study, if a leader is able to become a role model for his employees will strengthen the relationship between employees' perceptions about CSR and OCBE. Based on the above, a hypothesis can be formulated.

Hypothesis 2: The relationship between employees' perceptions of CSR and OCBE is moderated by Environmentally Specific Servant Leadership (ESSL)

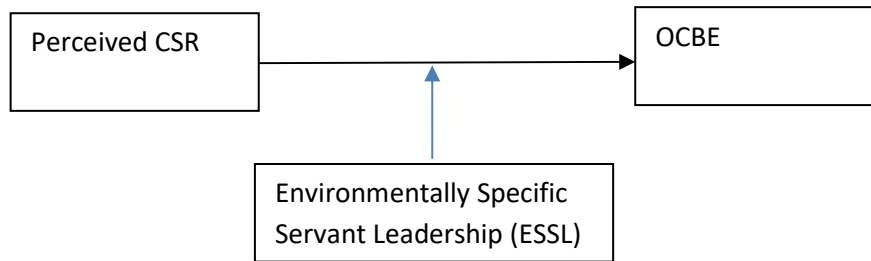


Figure 1. Conceptual Framework

III. RESEARCH METHODOLOGY

The participants of this study were employees of manufacturing and service companies located in Semarang Indonesia. The number of questionnaires circulated was 200 with 112 returned and 100 filled in completely, so it can be said that the response rate was 50%. At the time the questionnaires were circulating, Indonesia was being hit by the COVID-19 pandemic, where many companies reduced their employees. The data collection method used questionnaires.

Respondents were asked to fill out a questionnaire regarding employees' perceptions about CSR, OCBE, and Environmentally Specific Servant Leadership (ESSL) with a Likert answer scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement of CSR variables used statement items taken from (Turker, 2009), while OCBE employed measurements from (Paillé, Boiral and Chen, 2013). Environmentally Specific Servant Leadership (ESSL) measurement was adapted from Liden et al., (2008).

Hypothesis testing was carried out with moderated regression analysis to determine that the Environmentally Specific Servant Leadership (ESSL) variable is able to become a variable that strengthens the relationship between Employees' Perceptions of CSR and OCBE.

IV. FINDING AND DISCUSSION

Of the 100 respondents, 40% of respondents were working in manufacturing companies and 60% worked in service companies. Most of the respondents work in garment, beauty cotton and furniture manufacturing companies, while the respondents who work in service companies such as outsourcing companies, banking, and HRM consultants. When viewed from the average of each variable, namely the respondents' perception of CSR (3.98), OCBE (3.71), and ESSL (3.65) showed above 3.5 which means that the respondents have good perception on CSR carried out by the company, the respondents do the OCBE well, and the employees' perception on ESSL also considered as good meaning that it can be a role model for the employees.

Based on the validity and reliability test, it shows that the variable of employees' perception regarding CSR, OCBE, and ESSL indicate valid and reliable results (0.94). The results of testing the first hypothesis with multiple linear regression obtained the following results:

Table 1. Linear Regression Results

Model		Unstandardized Coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.148	.249		8.626	.000
	RTCSR	.393	.062	.541	6.362	.000

a. Dependent Variable: RTOCBE

Based on the table above, it can be stated that the first hypothesis which states that there is a significant influence on employees' perceptions of CSR towards OCBE is supported with significance.000. The result is in line with the results of research conducted by (Cheema, Afsar and Javed, 2020)

While testing the second hypothesis related to the ESSL moderator variable with Moderated Regression Analysis, the following results were obtained:

Table 2. Moderated Regression Analysis

Model		Unstandardized Coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.680	.257		10.411	.000
	RTCSR	-.039	.112	-.054	-.350	.727
	CSRSL	.080	.018	.688	4.455	.000

a. Dependent Variable: RTOCBE

Based on the above, it is known that the hypothesis which states that the Environmentally Specific Servant Leadership (ESSL) as moderator variable is accepted is in line with research conducted by (Afsar, Cheema and Javed, 2018)

When viewed from table 3 below shows that the Environmentally Specific Servant Leadership (ESSL) moderator variable is able to strengthen the relationship between employee's perceptions of CSR and OCBE by increasing the R square from 0.393 to .419.

Table 3. R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.627 ^a	.393	.382	.37335	.393	31.404	2	97	.000
2	.648 ^a	.419	.401	.37335	.419	23.120	3	96	.000

a. Predictors: (Constant), CSRSL, CSR, SL

In this study, the development and testing of hypothesis where CSR has an effect on OCBE and Environmentally Specific Servant Leadership (ESSL) as a moderating variable shows significant results. The results of this study contribute to the development of the literature by indicating that employee's CSR perceptions affect OCBE, so that companies can implement CSR related to environment and can improve employee's OCBE. This finding is in accordance with the Social Exchange Theory which indicates if a company implements CSR related to the environment properly and makes employees proud, the employees will voluntarily do eco-initiatives, eco-civic engagement and eco-helping, which in turn will affect company performance, especially the environmental performance.

Most importantly, the existence of Environmentally Specific Servant Leadership (ESSL) moderating variable which is proven to strengthen the relationship between employees' perceptions related to the environment and OCBE has confirmed the Social Identity Theory that leaders become role models for employees making the employees identify themselves with the company so they will voluntarily do eco-initiatives, eco-civic engagement and eco-helping.

Employees can be catalysts and even agents of OCBE if the environmental CSR program is carried out properly and Environmentally Specific Servant Leadership (ESSL) becomes a role model for employees. Things that can be done by companies must make CSR a corporate strategy and be implemented, while Environmentally Specific Servant Leadership (ESSL) must not be bored to always explain the importance of the environment for employees individually, in groups, and for the company. Another thing that companies can do is to create activities within the companies related to the environment that involve many employees, so that employees will have more initiative and are fully involved and help each other in its implementation.

Even though OCBE is a discretionary action carried out without reward, the reward is still necessary; even though not in the form of financial, but can be in the form of giving praise or appreciation to employees who have the initiative, are always involved in environmental activities. This is considered to further improve employees' OCBE behaviour.

V.CONCLUSION AND FURTHER RESEARCH

The conclusion of this study shows that the ESSL variable is able to strengthen the relationship between employees' perceptions of CSR and OCBE of employees of manufacturing and service companies in the city of Semarang. The limitations of this study are, firstly, that respondents do their own assessment of the OCBE variable so that it is less objective, future research suggests that OCBE should be evaluated by supervisors or colleagues and conducted not only by filling out questionnaires but also through observation and secondary data. Secondly, adding a mediating variable between employees' perceptions of CSR and OCBE, namely Organizational Identity, Organizational Commitment, Environment Engagement and Organizational Climate as moderator variables. Thirdly, measuring OCBE behaviour can be divided into OCBE behaviour individually and in groups. Fourthly, the number of research respondents and the research area is expanded so that the number of respondents is not only 100, but can be increased, given the number of manufacturing and service companies in Central Java is quite many.

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