

Organizational Citizenship Behavior Toward Environment Through Organizational Culture, Organizational Commitment and Mediated Self-efficacy

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ABSTRACT

Purpose – This study aims to determine the direct positive and significant influence of Organizational Culture on OCBE, Organizational Commitment, and Self-efficacy and indirectly between Organizational Culture and Organizational Commitment to OCBE mediated by Self-efficacy on employees in a Metal Packaging Company.

Methodology/approach – This study uses the SEM PLS analysis method where the data processing uses the SmartPLS 3.0 application. Based on the results of research through questionnaires to 129 employees.

Findings – From this study, it was found that there was a positive and significant effect of the direct relationship between Organizational Culture and Self-Efficacy on OCBE, as well as Organizational Commitment to Self-Efficacy. There is a non-positive and insignificant effect of Organizational Commitment to OCBE. As for the indirect relationship, self-efficacy failed to mediate the relationship between organizational culture and OCBE but succeeded in mediating the relationship between Organizational Commitment and OCBE.

Novelty/value – This research has contributed to the development of existing research construct models. The contribution of organizational culture variables and organizational commitment to self-efficacy is 0.502, organizational culture and organizational commitment to OCBE is 81.6% while the remaining 18.4% is influenced by other variables not examined in this study.

Keywords: Organizational Culture, Organizational Commitment, Self Efficacy, OCBE

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INTRODUCTION

The packaging industry currently still exists in the midst of the COVID 19 pandemic, this is due to the effects of hygiene issues amid widespread anxiety about the COVID 19 virus. The current development and problem situation is the occurrence of environmental damage which has turned into a complicated social problem, business people do not only to survive in the competition and generate profits from the field of business, but also required to make a positive contribution to the social environment. As a company engaged in the metal processing sector and canned waste, of course, it needs to be supported by an understanding of its human resources regarding environmental concerns

and an understanding of the impact of violations of the processing of residues and waste generated from production on the existence of the company and the state of the environment around the company. the fact that employees' awareness of how to protect the environment by always caring about the waste generated by business results is still quite low, management has prepared a production flow that is considered safe enough and minimizes the scattered waste such as scrap left over from production which must be placed in a special dock but still found a violation of the placement of the scrap in question. In addition, there are company internal evaluation data related to employees' understanding of waste management which states that 72% of employees do not have an understanding of waste management and maintaining a good and proper environment. To strengthen the issue related to Organizational Citizenship Behavior for Environment, a pre-survey was conducted and the results were that 63.38% of respondents did not understand and have OCBE at work.

Research conducted by Pratiwi & Nawangsari (2021) Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior and Self-efficacy has a positive and significant effect on Organizational Citizenship Behavior. This research is strengthened by research from Arundita et al., (2021), Hikmah & Susanta, (2018), Based on research by Prabowo (2020) Organizational culture has a positive effect on self-efficacy. And research by Dewi & Sudibya, (2016) defines self-efficacy as having a positive and significant effect on organizational citizenship behavior. But the results of research conducted by Tyas, (2020) state that organizational culture has no significant effect on self-efficacy. Based on research by Utama, (2017) organizational commitment has a positive and significant effect on organizational citizenship behavior. This research is strengthened by the research of Lestari et al., (2019), In contrast to the results of research conducted by (Luthfi & Nawangsari, 2021), (Widiyanti & Rizal, 2022), (Sunaris et al., 2022), that Organizational Commitment no effect and not significant to OCBE. So from the exposure of previous research, there are still research gaps. So it is necessary to know whether to build a good OCBE can be through organizational commitment, organizational culture mediated by self-efficacy and this is the goal of this study.

LITERATURE REVIEW

Organizational Culture

Organizational culture is a social system that guides collective goals and objectives, and coordinates individuals within a group (Jeremy et al., 2021). Organizational culture is a system of shared meanings, values, and beliefs in an organization that becomes a reference for acting and distinguishing one organization from another (Vizano et al., 2018). In addition, according to Amir (2019) organizational culture as the dominant values disseminated in the organization which is used as an employee work philosophy that becomes a guide for organizational policies in managing employees. (Arundita et al., 2021). Organizational culture or climate is one of the opportunities to develop human resources through aspects of changing attitudes and behavior, which are expected to be able to adapt to current and future challenges (Purwanto et al., 2020). From the various understandings described above, it can be concluded that organizational culture is an important component in a company, because it is a value that will determine the behavior of all employees in the company and is a component that can distinguish between a company and a company. organization with other organizations.

Robbins & Coulter (2012) defines the dimensions of Organizational Culture into several dimensions, namely 1) Adaptability with indicators of Innovation and dare to take risks, 2) Mission, with indicators of attention to detail, results oriented, individual oriented, 3) Consistency, with indicators of Consistency to always grow and develop so that the status of the organization can be maintained, 4) Involvement with indicators Oriented to the team, Has a sense of aggression.

Organizational Commitment

According to Vizano et al., (2018) Organizational commitment is "a worker's commitment, feelings and attitudes about the entire work organization" meaning organizational commitment is all employees' feelings and attitudes towards everything related to the organization where they work, including in their work. according to (Tsai et al., 2016) Organizational commitment is a measure of one's attitude commitment to the organization where one works. Dewi and Suwandana (2016) stated that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Organizational commitment is the degree of employee's desire to survive in the place where he works, and it contains an attitude of loyalty and willingness to work optimally (Yulan & Bernanto, 2017). Organizational commitment is built through an identification process where a person does something from an idea as his development. An employee who has a commitment will stay with his organization in pleasant conditions or not experienced by his organization (Arunita et al., 2021).

Dimensions of Organizational Commitment by Meyer and Allen in Widodo (2010) explained that there are three separate dimensions of organizational commitment, namely: 1) Affective commitment is related to Emotional attachment, identification and involvement of an employee in an organization, 2) Continuous commitment, Is an employee commitment based on consideration of what must be sacrificed when leaving the organization or the losses that will be obtained by the employee if he does not continue his work in the organization, and 3) Normative commitment, an employee's commitment to his organization because of his obligation to stay in the organization for moral or ethical reasons. , or in other words the beliefs that employees have about their responsibilities to the organization

Self Efficacy

The concept of Self Efficacy has been defined in many ways. For example, Prabowo, (2020) states an individual's belief in the ability to control self-functions and events in the environment. Smidt, et al (2017) define self-efficacy as an individual's assessment of the ability to carry out tasks that are reflected in actions to achieve goals. Proponents of self-efficacy believe that they are based on situational factors that depend on the surrounding environment Schutte and Bhullar (2017). Jugert et al., (2016) suggest that pro-environmental behavioral problems build a sense of being extra skilled and able to understand more difficult environmental-related tasks and challenges in the future. It increases perceptions of self-efficacy, and employees leverage this for pro-environmental behaviors, e.g. OCBE. Herawati et al., (2020). Someone who has very low self-efficacy will easily give up in carrying out their duties and individuals will not make any efforts to overcome existing obstacles, because they believe that the actions they take will not bring any influence (Dewi, 2020).

The theory presented by Dewi & Sudibya, (2016) Self-efficacy consists of three dimensions, namely 1) Magnitude, confidence in completing tasks based on the level of difficulty of the work faced. 2) Strength, the level of strength and confidence to be able to complete the work task. 3) Generality, confidence in completing various tasks that are different and need each other.

Organizational Citizenship Behavior Toward Environment

OCBE was developed from the Organizational Citizenship Behavior (OCB) framework that occurs in the workplace and is an important aspect of corporate sustainability. According to (Prasetya, 2019) OCBE can be interpreted as a person's behavior that is not clearly recognized by the reward system and this behavior contributes more to the environment within the organization. OCBE as a discretionary behavior that is not specified in the job description, but through the combined efforts of each employee will help make organizations and communities more sustainable Memet et al. (2020). According to Duan and Sheng, (2018). OCBE is a wise action by employees in an organization that leads to environmental improvement without any reward or demand from the organization. Employees in organizations with paper-saving behavior, lower energy consumption, increased environmental protection, providing assistance to others in practicing green behavior, and recommending enhanced environmental protection are typical examples of OCBE Afsar et al., (2020). This is very important given the understanding of the pro-environmental behavior of each employee and how this relates to pro-environmental norms and rules in the organization Craig et al., (2019). So that it can be interpreted that Organizational Citizenship Behavior for the environment is an indication or description of the behavior of employees who are willing to do things outside the job description voluntarily in helping and developing the organizational environment.

The theory stated by Paillé and Boiral (2012), and still supported by Lestari et al., (2019) proposes an OCBE measurement scale based on three dimensions, namely Eco-Initiatives, Eco-Civic Engagement, Eco-Helping.

METHOD

The research design used is a causal research design that aims to test the hypothesis about the effect of one or several variables (independent variables) on the dependent variable (Sekaran, 2017).

Construct measurement is the development of the theories used. OCBE refers to Paillé and Boiral (2012) supported by Lestari et al.,(2019). Organizational Commitment refers to Meyer and Allen in Widodo (2010). Organizational Culture refers to Robbins & Coulter (2012). And Self Efficacy refers to the theory from Dewi & Sudibya (2016).

According to Sugiyono, (2017) the research sample is part of the number and characteristics possessed by the population so that the sample taken from the population must be truly representative. The sampling technique used in this study is non-probability sampling, which is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample. The type of non-probability sampling used in this study is census sampling (saturated), which is a sampling technique when all members of the population are used as samples. Thus the sample used in this study was 129 employees.

In this research, In this study, the data collection technique used was a survey method by distributing questionnaires to employees. In this questionnaire data, the researcher used a Likert Scale in the answer choices. According to Sugiyono (2017), the Likert Scale itself is a method used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The variables in this study will be measured and translated into indicator variables and the answers to each instrument item will have a gradation from very positive to very negative

RESULT AND DISCUSSION

In the description of the respondents explained the characteristics of the respondents consisting of gender, age, education, and length of work. The following is the description of the respondents described below.

Table 1. Respondents Characteristics

Item		Frequency	%
Gender	Male	97	75,20
	Female	32	24,80
Age	<20 yo	17	13,18
	21-30 yo	56	43,42
	31-40 yo	30	23,25
	41-50 yo	16	12,40
	<50 yo	10	7,75
Education	Bachelor	18	13,95
	Senior High School	105	81,40
	Junior High School	6	4,65
Period	1-5 years	55	42,64
	6-10 years	45	34,88
	<10 years	29	22,48

Source: Author Contribution (2022)

Data will be processed using SEM-PLS through the SmartPLS 3.0 application with the stages of analysis being Outer Model Evaluation & Inner Model Evaluation.

The analysis of the Outer Model was carried out by testing the validity through the convergent validity tests, as for the reliability test through the calculation of the composite reliability value and Cronbach's alpha.

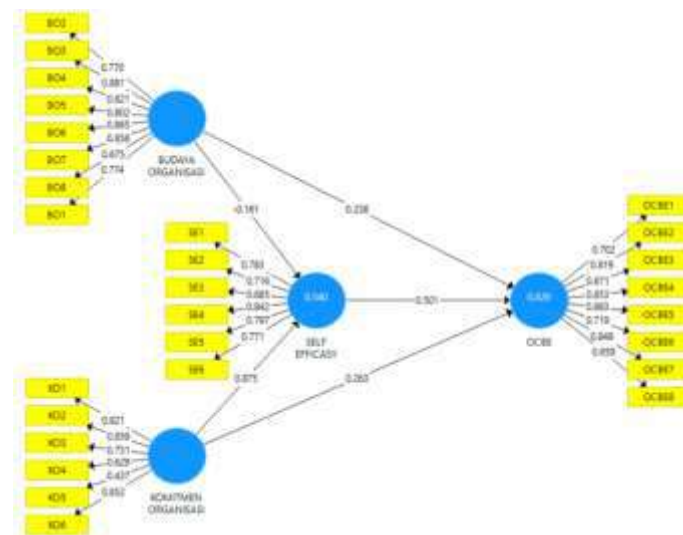


Figure 1. Loading Factor Result

The standard loading factor value is > 0.70 (Ghozali, 2015). The questions that need to be deleted because the loading factor is > 0.70 for the Organizational Culture variable, namely BO8; Organizational Commitment, namely KO4, KO5; and variable Organization Citizenship Behavior for Environment OCB6, OCB8. Besides that, convergent validity can also be seen from the AVE (Average Variance Extracted) value with good value criteria above 0.5 (Ghozali, 2015). The results of the loading factor and AVE as shown in the following table.

Table 2. Final Loading Factor & AVE Result

Variabel Laten	Variabel Manifest (Indicator)	Loading Factor	AVE	Result
Organizational Culture	BO1	0.785	0.690	Valid
	BO2	0.804		Valid
	BO3	0.860		Valid
	BO4	0.832		Valid
	BO5	0.787		Valid
	BO6	0.877		Valid
	BO7	0.864		Valid
Organizational Commitment	KO1	0.831	0.706	Valid
	KO2	0.910		Valid
	KO3	0.716		Valid
	KO6	0.890		Valid
Self Efficacy	SE1	0.784	0.641	Valid
	SE2	0.713		Valid
	SE3	0.883		Valid
	SE4	0.844		Valid
	SE5	0.797		Valid
	SE6	0.772		Valid
OCBE	OCBE1	0.731	0.714	Valid
	OCBE2	0.857		Valid
	OCBE3	0.886		Valid
	OCBE4	0.848		Valid
	OCBE5	0.881		Valid
	OCBE6	0.848		Valid
	OCBE7	0.856		Valid

The reliability test can be measured from composite reliability and Cronbach's alpha, where a construct is declared reliable when the value is 0.7 (for composite reliability) and 0.6 (for Cronbach's alpha) (Ghozali, 2015). The calculation results are as follows

Table 3. Cronbach's Alpha & Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Organizational Culture	0.926	0.940
Organizational Commitment	0.861	0.905
Self Efficacy	0.888	0.914
OCBE	0.919	0.937

The results of the composite reliability and Cronbach's alpha measurements shown in the table above state the reliability of this study meets the standard and is of high value.

The inner model tests the relationship between constructs or latent variables by looking at the estimated parameter coefficients and significance. The measurements include the R^2 and t-tests to check the hypothetical relationships. There are 3 categories of R^2 values, namely 0.67 (strong structure model), 0.33 (moderate structure model) and 0.19 (weak structural model) (Ghozali, 2015). The R^2 value of this study can be seen as follows

Table 4. R^2 Test

Variable	R^2	Result
SELF_EFFICASY	0.502	Moderat
OCBE	0.816	Strong

Testing the inner model by looking at R^2 is carried out to see the alignment of the model. As for the explanation, the Self Efficacy variable has a value of 0.502 which can be interpreted as the ability of variance that can be explained by the organizational culture and organizational commitment variables, while the OCBE variable has a value of 0.816 which means that the variance ability which can be explained by the organizational culture variable and organizational commitment to OCBE is 81,6% while the remaining 18.4% is influenced by other variables not examined in this study. Furthermore, the significance t-test of the structural path was carried out. The significance value can be calculated using the bootstrapping method, which is a process to assess the level of significance or probability of direct and indirect effects. The path coefficient and specific indirect effect based on bootstrapping results from this study are as follows.

Table 5. t-test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	T Table	P Values	Result
O.Culture -> OCBE	0.252	0.252	0.091	2.775	1.645	0.003	Accepted
O.Culture -> Self_Efficasy	0.128	0.119	0.105	1.218	1.645	0.112	Not Accepted
O.Comm -> OCBE	0.030	0.033	0.135	0.220	1.645	0.413	Not Accepted
O.Comm -> Self_Efficasy	0.683	0.678	0.135	5.074	1.645	0,000	Accepted
Self_Efficasy -> OCBE	0.615	0.619	0.053	11.630	1.645	0,000	Accepted
O.Comm -> Self_Efficasy -> OCBE	0.018	0.020	0.083	0.220	1.645	0.413	Not Accepted
O.Culture -> Self_Efficasy -> OCBE	0.420	0.418	0.084	4.994	1.645	0,000	Accepted

Discussion & Implication

Hypothesis testing in this study uses the t-value compared to the t-table. A hypothesis is accepted if t-value is greater than t-table, whereas a hypothesis is rejected if t-value is smaller than t-table. The data

results from the bootstrapping process, both direct effect (path coefficient) and indirect effect (specific indirect effect). The results of hypothesis testing for all constructs were declared accepted.

First, H1 was accepted and indicates that Organizational Culture has a positive and significant influence on OCBE. This means that organizational culture adheres to a characteristic that exists in a group and is a behavioral norm and values that must be understood and obeyed by the organization. Which means that if the employee has a good organizational culture, the employee's OCBE will also be good. This is similar to previous research, namely from Amanda and Budiwibowo (2017), Prasetya., (2019), (Navis et al., 2020), (Ariani et al., 2017), (Satyawan & Satrya, 2020), (Bharata , Zunaidah, M. Diah, 2016) which states that organizational culture has a positive effect on OCBE

Then, H2 is rejected, this indicates that organizational commitment does not have a positive and significant effect on OCBE. H2 is rejected, this indicates that organizational commitment does not have a positive and significant effect on OCBE. it can be concluded from the results of the analysis that the low indicator of "understanding of leadership instructions" in influencing OCBE is allegedly causing the influence of organizational commitment to OCBE in this study to be insignificant. Employees' pro-environmental behavior, called Organizational Citizenship Behavior towards the Environment (OCBE), is an individual voluntary action that leads to environmental performance in an organization from employees (Anwar et al., 2020). This is similar to previous research from (Luthfi & Nawangsari, 2021), (Sunaris et al., 2022), (Akterujjaman et al., 2021), which stated that Organizational Commitment had no positive effect on OCBE.

Based on the results of hypothesis testing, H3 is accepted, this indicates that Self Affection has a positive and significant effect on OCBE. This means that if the employee's willingness and belief is high, it will have a good impact on OCBE's employees. Self-affection refers to our belief in our own ability to play an important role in the way we think, act and feel in an organization. In addition it is important to remember the understanding of the pro-environmental behavior of each employee and how this relates to pro-environmental norms and rules in the organization (Craig et al., 2019). This is similar to previous research, namely from (Herawati et al., 2020), (Dewi & Sudibya, 2016), (Herawati et al., 2020) which stated that Self Affection has a positive effect on OCB.

From the results of hypothesis testing, it is obtained that H4 H4 is rejected, this indicates that Organizational Culture does not have a positive and significant influence on Self Affection. There are doubts that arise from employees about the condition of their company, this is indicated by the lack of significant things about employees' sense that the company is always growing. This has an impact on the influence of Organizational Culture on the Self Efficacy of employees. This is similar to previous research, namely from Tyas (2020) which states that Organizational Culture does not have a positive effect on Self Affection.

Results of hypothesis testing found that H5 is accepted, this indicates that Organizational Commitment has a positive and significant influence on Self Affection. This means that if the willingness and ability of employees to commit is high, it will have a good impact on the self-affection of employees. Building commitment is very important for the organization in achieving the goals that have been set. This is similar to previous research, namely from (Hikmah & Susanta, 2018), (Setyawan, 2017), (Laksmi & Kawiana, 2022), which stated that Organizational Commitment has a positive effect on Self Affection.

Furthermore, Self efficacy does not significantly and positively mediate the relationship between organizational culture and OCBE. Which means that self-efficacy has no impact on organizational culture and OCBE. So from the discussion above, self-efficacy cannot be an intermediary on organizational culture and OCBE. There are doubts that arise from employees about the condition of their company, this is indicated by the lack of significant things about employees' sense that the company is always growing. This has an impact on the influence of Organizational Culture on the Self Efficacy of employees.

Finally, Organizational commitment has a positive effect on OCBE mediated by Self-Efficacy. Self-efficacy mediates positively and significantly the relationship between organizational commitment and OCBE. Which means that self-efficacy has an impact on organizational commitment and OCBE. So from the discussion above, the mediating role of Self Efficacy has a positive effect between

organizational commitment and OCBE on employees. This is similar to previous research, namely Maria et al. (2021), Yulan & Bernanto (2017), Kholisah et al. (2020)

CONCLUSION

Based on the results of research and discussion on the Influence of Organizational Culture and Organizational Commitment to Organizational Citizenship Behavior Environment with Self Efficacy as a Mediation Variable in Employees it can be concluded 1) Organizational Culture has a positive and significant effect on Employee OCBE, 2) Organizational Commitment has no positive and insignificant effect on OCBE, 3) Self-efficacy has a positive and significant effect on OCBE, 4) Organizational Culture has a non-positive and insignificant effect on Self-efficacy, 5) Organizational Commitment has a positive and significant effect on Self-efficacy, 6) Self-efficacy is not positive and not significant mediates Organizational Culture towards OCBE, 7) Self-efficacy positively and significantly mediates Organizational Commitment to OCBE. The relationship between the constructs in this study and the path formed from this research can be further developed in the next research related to the relationship between Organizational Culture and Organizational Commitment to OCBE. In this study, researchers explored the relationship between Organizational Culture and Organizational commitment to OCBE, either directly or mediated by Self Efficacy. the contribution of organizational culture variables and organizational commitment to self-efficacy is 0.502, organizational culture and organizational commitment to OCBE is 81.6% while the remaining 18.4% is influenced by other variables not examined in this study

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