

The Influence of Environmentally Friendly HRM on Environmentally Friendly OCB: The Mediating Role of Organizational Identification, Job Satisfaction, and Environmentally Friendly Culture

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Abstract

The goal of this research is to investigate how Green Human Resource Management (GHRM) impacts Green Organizational Citizenship Behavior (G-OCB), with the involvement of organizational identification, job satisfaction, and green culture. The methodology utilised for this study is a survey. The target group for this research comprises of postgraduate students from the Faculty of Economics and Business at Universitas Sebelas Maret, who are currently working in various sectors. A purposive sampling approach was employed, with a total of 140 participants. Analysis of the data was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM). The study shows that GHRM has a notable impact on organizational identification, but organizational identification has no significant impact on G-OCB. In addition, GHRM has a significant influence on job satisfaction, while job satisfaction does not significantly affect G-OCB. Moreover, GHRM has a significant effect on green culture, and green culture also has a significant impact on G-OCB. The findings suggest that organizational identification does not act as a mediator between GHRM and G-OCB, and job satisfaction does not mediate the relationship either. However, green culture is found to be a mediator in the relationship between GHRM and G-OCB.

Keywords: Green Human Resource Management, Green Organizational Citizenship Behavior, Organizational Identification, Job Satisfaction, Green Culture.

1. Introduction

The era of globalization has significantly impacted various aspects of life, including technology, human resources, and environmental factors. The issue of environmental management remains a subject of debate among governments, business practitioners, and academics worldwide (Aboramadan & Karatepe, 2021), as the increasing prevalence of diverse environmental problems demands ethical actions from all sectors (Z. Liu et al., 2021). Since the environment both influences and is influenced by human activities and behaviors, individuals hold a responsibility to contribute toward organizational goals in maintaining and promoting environmental sustainability. Achieving this requires cooperative and supportive behavior among employees, as environmental responsibility plays a crucial role in a company's success and long-term sustainability.

Proper HRM is crucial in cultivating a well-trained and competitive workforce, while also considering environmental and social principles to guarantee long-term viability (Zhang



et al., 2023). Green Human Resource Management (GHRM) is essential for fostering organizational awareness and promoting environmentally sustainable practices through the incorporation of environmental factors into HRM (Khan et al., 2024). However, the implementation of GHRM remains limited in Indonesia (Syafari, 2022), despite its potential to enhance sustainable organizational citizenship behavior (G-OCB) and contribute to environmental preservation (Freire & Pieta, 2022; Gok et al., 2015; Hooi et al., 2022; Vu, 2022).

All voluntary individual behaviors that contribute to effective environmental performance within an organization are referred to as pro-environmental employee behaviors or Green Organizational Citizenship Behavior (G-OCB) (Al-Hakimi et al., 2022). Many businesses have started incorporating G-OCB into their policies, work programs, technologies, and other corporate activities as a way to show their commitment to environmental responsibility (Anwar et al., 2020; Hooi et al., 2022). Several factors influence G-OCB, including green organizational culture (Ali et al., 2023), green transformational leadership (Liu & Yu, 2023), organizational commitment (Seema et al., 2021), organizational identification (De Clercq, 2022), environmental values (Zhang et al., 2023), and organizational support (Vu, 2022). However, empirical studies exploring the impact of Green Human Resource Management (GHRM) on G-OCB alongside organizational identification, job satisfaction, and green culture remain limited (Aboramadan & Karatepe, 2021; Li & Chen, 2023; Shimamura et al., 2021), prompting the present study to address this gap by examining GHRM and G-OCB in the Indonesian context, using data from employees pursuing master's and doctoral studies at the Faculty of Economics and Business, Universitas Sebelas Maret, who work across diverse industries.

Green Human Resource Management (GHRM) plays a crucial role in shaping the mindset and actions of employees, with a specific focus on promoting environmentally-friendly behaviors within the organization (Zhang et al., 2023). Previous studies (Anwar et al., 2020; Cao et al., 2023; Pham & Riedel, 2019) have highlighted that environmentally specific HRM practices and service-oriented environmental initiatives contribute to shaping G-OCB, emphasizing the importance of pro-environmental behaviors in the workplace (Hooi et al., 2021). When management adopts democratic and open communication regarding environmental concerns, employees are more likely to engage in eco-friendly actions (Freire & Pieta, 2022), and managerial support for environmental protection initiatives can further motivate employees to participate actively in sustainability efforts (Aboramadan & Karatepe, 2021; Liu et al., 2021). Additionally, employees tend to develop a strong organizational identification when they perceive that green management practices benefit both the business and the environment (Gibbs et al., 2023), as organizations with high environmental prestige foster a sense of belonging, ultimately strengthening employees' organizational identity and commitment (Freire & Pieta, 2022; Vu, 2022).

Situational influences play a key role in shaping the behaviour and management practices of environmentally conscious organisations, particularly affecting levels of job satisfaction (Gibbs et al., 2023). Job satisfaction is defined as an employee's personal assessment of their job, and individuals working in eco-friendly companies often report feeling more at ease and involved (Shimamura et al., 2021). Satisfied employees are more likely to exhibit behaviors such as assisting colleagues, participating in organizational activities, and representing the organization positively (Freire & Pieta, 2022). These behaviors contribute to positive outcomes for both employees and organizations, including improved morale, increased productivity, and a more positive work environment.

Prior research has indicated that Green Human Resource Management (GHRM) encourages the development of an environmentally conscious workplace environment, leading to an impact on Green Organizational Citizenship Behaviour (G-OCB) (Hooi et al., 2021). When organizations prioritize environmental sustainability, employees are more likely to adopt pro-environmental behaviors, shaping their attitudes and actions accordingly (Liu et al., 2021). Consequently, employees tend to engage in G-OCB, contributing to the organization's overall functioning and success through environmentally responsible actions, such as recycling, energy conservation, and participation in sustainability initiatives (Al-Hakimi et al., 2022). However, there is still a limited understanding of the underlying mechanisms influencing G-OCB, with insufficient discussions on the processes and conditions that explain the role of GHRM in predicting G-OCB.

Drawing from the Green Human Resource Management (GHRM) framework (Freire & Pieta, 2022; Hooi et al., 2021), this study aims to bridge gaps in the literature by analyzing the role of GHRM in predicting Green Organizational Citizenship Behavior (G-OCB), considering organizational identification, job satisfaction, and green culture as critical factors for internal social sustainability. GHRM serves as a driver of sustainability by implementing environmentally friendly policies and practices within organizations (Anwar et al., 2020; Hooi et al., 2021). Thus, achieving green practices within organizations requires a systematic approach targeting employees through effective and efficient management strategies (Kim et al., 2023). The implementation, development, and maintenance of sustainable systems in green practices are designed to foster environmentally responsible employee behavior, ultimately contributing to long-term organizational sustainability.

Based on the Ability-Motivation-Opportunity (AMO) theory, this research delves into how Green Human Resource Management (GHRM) is linked to Green Organizational Citizenship Behavior (G-OCB), with green culture serving as a mediator and influencing G-OCB. The AMO theory suggests that by implementing strategic human resource practices, employees are empowered to enhance their capabilities, motivation, and opportunities to participate in behaviours that support G-OCB (Freire & Pieta, 2022), as well as equip them with the necessary environmental knowledge, skills, and attitudes to proactively tackle ecological challenges (Ali et al., 2023; Pham et al., 2019; Wang et al., 2022; Zhang et al., 2023). This study builds upon and extends prior research by Freire and Pieta (2022) and Hooi et al. (2021), which demonstrated that GHRM enhances organizational identification and job satisfaction, leading to increased G-OCB (Freire & Pieta, 2022), and that green culture significantly influences the GHRM-G-OCB relationship (Hooi et al., 2021). The study adds to previous research by confirming the importance of GHRM in influencing G-OCB and emphasising the significance of green culture in promoting eco-friendly behaviours, serving as both a mediator and a facilitator in this process.

Past research has primarily examined graduates from prestigious universities in advanced nations and employees in the industrial sector of Portugal. This particular study sets itself apart by looking at a different group and environment, namely postgraduate students at the Faculty of Economics and Business at Universitas Sebelas Maret who also hold jobs in different organisations. The choice of students is motivated by the increasing number of students working during their studies, a trend supported by the Central Bureau of Statistic, which reported an increase in working students in Indonesia, from 23.83% in February 2020 to 27.9% in February 2021. This study provides a more complex research model by allowing for comparisons between direct and indirect influences of the variables in question, and follows recommendations from previous research to investigate green human resource management (GHRM) practices separately, thus contributing to a deeper understanding of

their impact on organizational citizenship behavior (OCB). The novelty of this research lies in its introduction of an environmentally friendly approach to problem-solving, which had not been explored before, and in developing a theoretical model applicable to a different context than prior studies, bridging the research gap and offering new contributions and implications for green organizational behavior.

2. Methods

The purpose of this research is to investigate how various factors impact certain outcomes and intervening factors in order to overcome the shortcomings of earlier studies and validate results in the Indonesian setting (Freire & Pieta, 2022; Hooi et al., 2021). A quantitative approach is used with hypothesis testing through statistical analysis, utilizing primary data collected via questionnaires in a cross-sectional manner (Cooper & Schindler, 2014). The research is conducted at the Faculty of Economics and Business, Universitas Sebelas Maret, Surakarta, over a four-month period (March-June 2024). The sample for this study is made up of postgraduate students who are working in various sectors, and they were chosen using a non-random convenience sampling method. A total of 140 participants were needed for the PLS-SEM analysis (Hair et al., 2011).

The data collection for this study was conducted using primary data, which is original, direct, and unfiltered (Cooper & Schindler, 2014). The survey method was employed to gather data, providing accessibility to respondents while minimizing costs and time limitations (Cooper & Schindler, 2014). A self-administered questionnaire was distributed, consisting of two sections: respondent demographics and research-related items, with 28 Likert-scale items to measure key variables. The operational definitions of the study's variables include Green Human Resource Management (GHRM), defined as practices promoting sustainable resource use and environmental preservation (Liu et al., 2021), measured using six items (Freire & Pieta, 2022); Organizational Identification, defined as members' beliefs about an organization's core, lasting, and unique attributes (Gok et al., 2015), measured by five items (Freire & Pieta, 2022); Job Satisfaction, defined as employees' positive attitudes toward their work (Shimamura et al., 2021), measured by five items (Freire & Pieta, 2022); Green Culture, defined as organizational culture focused on environmental adaptation (Lin et al., 2024), measured by six items (Hooi et al., 2021); and Green Organizational Citizenship Behavior (G-OCB), defined as discretionary, non-rewarded behavior that fosters effective environmental management (Liu et al., 2024), measured by six items (Hooi et al., 2021).

This research utilises a quantitative method to examine theories and assess the relationship between different factors through the use of Structural Equation Modelling (SEM), particularly focusing on Partial Least Squares SEM (PLS-SEM), which is effective for building theories (Hair et al., 2011). The analysis includes a reflective measurement model to evaluate the reliability and validity of research instruments, including factor loadings, composite reliability, and both convergent and discriminant validity (Hair et al., 2011). The structural model is assessed using key criteria such as R^2 , Q^2 , and path coefficient significance to ensure predictive accuracy, with special attention to multicollinearity checks and the moderating effects of green values (Hair et al., 2017). Hypothesis testing is conducted by examining path coefficients (β) and p-values, where significant relationships are confirmed if the p-value is below the thresholds of 0.1, 0.05, or 0.01 depending on the significance level (Hair et al., 2017).

3. Results and Discussion

3.1. Research Results

3.1.1. Respondent Characteristics

Table 1. Respondent Characteristics

Description	Category	Quantity
Gender	Male	60
	Female	80
	Total	140
Study Program	M.M. (Master of Management)	92
	M.AK (Master of Accounting)	38
	PDIE (Doctor of Economics Program)	10
	Total	140
Age	17-25 Years	49
	26-35 Years	85
	>36 Years	6
	Total	140
Occupation	Civil Servant	9
	Private Sector	92
	Entrepreneur	23
	Other	16
	Total	140

Based on Table 1, the gender distribution shows 60 male and 80 female respondents, indicating no gender disparity in the roles performed by students in the Master's and Doctoral programs at the Faculty of Economics and Business, Universitas Sebelas Maret, with both genders demonstrating similar qualities, such as adaptability, competitiveness, and a desire to contribute to research. Regarding the study programs, 92 respondents are from the Master's in Management, 38 from the Master's in Accounting, and 10 from the Doctoral program in Economics, highlighting the popularity of the Master's in Management program. The majority of respondents are aged between 26-35 years (85 respondents), which reflects a higher tendency for individuals in this age group, particularly Millennials, to pursue higher education, while most respondents are employed in the private sector (92 respondents), indicating a more open job market in that sector, with fewer civil servants, possibly due to intense competition or a lack of interest in pursuing further education in public service roles.

3.1.2. Measurement Model Test Results

Table 2. Measurement Model Test Results

Variable	Indicator	Loading	Composite Reliability	AVE	Cronbach's Alpha
Environmentally Friendly Culture	EFC1	0.748	0.885	0.562	0.844
	EFC2	0.775			
	EFC3	0.721			
	EFC4	0.695			
	EFC5	0.811			
	EFC6	0.743			
Organizational Identification	OI1	0.766	0.909	0.667	0.875
	OI2	0.84			
	OI3	0.842			
	OI4	0.811			

Variable	Indicator	Loading	Composite Reliability	AVE	Cronbach's Alpha
Job Satisfaction	OI5	0.82	0.821	0.504	0.736
	JS1	0.858			
	JS2	0.844			
	JS3	0.867			
	JS4	0.422			
	JS5	0.379			
Environmentally Friendly HRM	EFHRM1	0.83	0.941	0.727	0.925
	EFHRM2	0.894			
	EFHRM3	0.826			
	EFHRM4	0.884			
	EFHRM5	0.837			
	EFHRM6	0.842			
Environmentally Friendly OCB	EF-OCB1	0.616	0.822	0.54	0.708
	EF-OCB4	0.665			
	EF-OCB5	0.77			
	EF-OCB6	0.863			

Table 2 presents the outer loading values of all indicator variables, where indicators are considered valid if their outer loading exceeds 0.70; however, Hair et al. (2019) indicate that maintaining factor loadings ranging from 0.4 to 0.6 can be justified as long as the Average Variance Extracted (AVE) exceeds 0.50, therefore ensuring convergent validity. Following this criterion, two items, ORL2 and ORL3, were removed during the convergent validity test because they did not meet the AVE requirement. The data presented in the table shows that all elements examined in this research meet the AVE requirement (> 0.50), indicating that both outer loading and AVE tests for convergent validity have been met. Additionally, tests for reliability, such as Cronbach's alpha and composite reliability, demonstrate that all factors surpass the 0.70 benchmark, aligning with the reliability guidelines established by Hair et al. (2014).

Table 3. Discriminant Validity Test Results

Variable	BRL	IO	KK	MRL	ORL
Environmentally Friendly Culture	0.75				
Organizational Identification	0.294	0.816			
Job Satisfaction	0.405	0.69	0.71		
Environmentally Friendly HRM	0.376	0.699	0.739	0.853	
Environmentally Friendly OCB	0.667	0.324	0.33	0.384	0.735

According to Table 3, the discriminant validity test (Fornell-Lacker criterion) indicates that the square root of the average variance extracted (AVE) is greater than the correlation between each latent variable and the other latent variables. This shows that the instrument has good discriminant validity. This shows that the construct is different from other constructs. The test results are explained in Figure 1:



Figure 1. Model Test

3.1.3. Structural Model Test Results

Table 4. Model-Fit Results

Variable	R Square	Adjusted R Square
Environmentally Friendly Culture	0.141	0.135
Organizational Identification	0.489	0.485
Job Satisfaction	0.546	0.543
Environmentally Friendly OCB	0.464	0.452

Table 4 displays the results of the coefficient of determination for the variables examined in this research. The figure for the green culture variable is 0.141 (14.1%), suggesting that Green Human Resource Management (GHRM) can account for 14.1% of it, while the remaining difference is attributed to other factors not considered in this study. Organizational identification has a value of 0.489 (48.9%), suggesting that 48.9% of its variance is explained by GHRM, with the remaining variance explained by other variables. Job satisfaction has a value of 0.546 (54.6%), indicating that 54.6% of its variance is explained by GHRM, with the rest attributed to other variables; while Green Organizational Citizenship Behavior (G-OCB) has a value of 0.464 (46.4%), indicating it is explained by GHRM, green culture, organizational identification, and job satisfaction by 46.4%, with the remaining variance accounted for by other factors.

3.1.4. Hypothesis Testing Results



Figure 3. Hypothesis Result Model Test

Table 5. Summary of Research Hypotheses

Hypothesis	Original Sample (STDEV)	T Statistics	P Values
Environmentally Friendly Culture -> Environmentally Friendly OCB	0.620 (0.055)	11.269	0
Organizational Identification -> Environmentally Friendly OCB	0.107 (0.109)	0.979	0.328
Job Satisfaction -> Environmentally Friendly OCB	-0.118 (0.106)	1.106	0.269
Environmentally Friendly HRM -> Environmentally Friendly Culture	0.376 (0.076)	4.974	0
Environmentally Friendly HRM -> Organizational Identification	0.699 (0.043)	16.332	0
Environmentally Friendly HRM -> Job Satisfaction	0.739 (0.043)	17.331	0
Environmentally Friendly HRM -> Environmentally Friendly OCB	0.165 (0.095)	1.743	0.082
Environmentally Friendly HRM -> Environmentally Friendly Culture -> Environmentally Friendly OCB	0.233 (0.053)	4.422	0
Environmentally Friendly HRM -> Organizational Identification -> Environmentally Friendly OCB	0.074 (0.077)	0.963	0.336
Environmentally Friendly HRM -> Job Satisfaction -> Environmentally Friendly OCB	-0.087 (0.080)	1.084	0.279

Note: Significant ($p < 0.05$)

Source: PLS-SEM (2024)

The path coefficients shown in Table 5 were obtained through testing using partial least square-structural equation modeling (PLS-SEM) with a bootstrap subsample size of 5,000 to determine the significance of the relationship. Meeting the criteria for a 95% significance level with a standard error of 5% means that if $t > 1.96$ and $p < 0.05$, the hypothesis is accepted. The hypothesis with a value of < 0.05 that was accepted is that green HR has a meaningful impact on organizational identification, which in turn has a significant impact on green OCB. Additionally, green HR has a significant influence on green culture, and green culture has a substantial effect on green OCB, with organizational identification acting as a mediator for the impact of green HR on green OCB. The hypothesis without backing suggests that organizational identification does not play a significant role in green OCB, job satisfaction has no impact on green OCB, job satisfaction does not act as a mediator between green HR and green OCB, and green culture does not mediate the relationship between green HR and green OCB with a value of > 0.05 .

3.2. Discussion

3.2.1. The Influence of Environmentally Friendly HRM on Organizational Identification

Based on Table 5, the results of testing the first hypothesis of the relationship between environmentally friendly HRM variables and organizational identification are shown at a t-statistic value above 1.96, which is 16,332. So H1 in this study is accepted. So, it can be assumed that the higher the environmentally friendly HRM, the more likely it is to increase organizational identification. Environmentally friendly HRM can have a significant impact on organizational identification by aligning organizational values or employee values, increasing engagement and pride, improving the organization's reputation, attracting and retaining talent, and fostering a sense of contribution and impact among employees (Gok et al., 2015). The implementation of environmentally friendly HRM practices shows employees that the organization values sustainability and environmental responsibility. When employees feel alignment between personal values (such as environmental awareness) and organizational values, it increases identification with the organization (Hooi et al., 2021). The results of this study are also supported by previous research by Vu (2022) which states that environmentally friendly HRM has an effect on organizational identification.

3.2.2. The Effect of Organizational Identification on Environmentally Friendly OCB

According to the data in Table 5, the findings from testing the second hypothesis about the impact of organisational identification factors on environmentally-conscious OCB show a favourable outcome, as shown by a t-statistic value of 0.979, just below the critical threshold of 1.96. So H2 in this study is rejected. So, it can be deduced that the better the organizational identification, the more environmentally friendly OCB will increase. Organizational identification does not significantly affect environmentally friendly OCB because it does not encourage alignment with organizational values, promote a sense of ownership and responsibility, facilitate social norms and influence coworkers on environmental concerns (Zhang et al., 2023). Organizations must foster a strong sense of identification among employees and integrate environmental sustainability into the culture and values of the organization so that environmentally friendly OCB can be effective (Al-Hakimi et al., 2022). This approach can effectively encourage and enhance environmentally friendly OCB among employees who are committed to supporting environmentally friendly initiatives in the workplace. When employees have strong organizational identification, they tend to accept and uphold organizational values, including those related to environmental concerns (Li & Chen, 2023). This alignment will encourage employees to engage in environmentally friendly OCB behaviors. The results of this study differ from previous studies conducted by Liu et al. (2021).

3.2.3. The Effect of Environmentally Friendly HRM on Job Satisfaction

According to Table 5, the t-statistic value of 17,331 indicates the results of testing the hypotheses for the three connections between eco-friendly HRM factors and job contentment. So H3 in this study is accepted. So, it can be assumed that the higher the environmentally friendly HRM, the more likely it is to increase job satisfaction. Environmentally friendly HRM practices are in line with employees who prioritize environmental awareness. When employees feel that the organization supports individual values, it increases job satisfaction (Liu et al., 2021). The implementation of environmentally friendly HRM practices often involves employee involvement in environmental initiatives, such as recycling programs or energy saving measures. Participation in activities that care about the environment can increase employee satisfaction with their work (Freire & Pieta, 2022). Organizations/companies that prioritize the sustainability of environmentally friendly HRM practices tend to have a positive reputation (Nurhayati et al., 2024). Employees who work for the organization will feel proud of the employer's commitment to environmental responsibility, thereby increasing job satisfaction (Gibbs et al., 2023). The results of this study are also supported by previous research by Freire and Pieta (2022) which states that environmentally friendly HR has an effect on job satisfaction.

3.2.4. The Effect of Job Satisfaction on Environmentally Friendly OCB

As shown in Table 5, the t-statistic value of 1.106 reveals the outcome of hypothesizing four connections affecting eco-friendly organizational citizenship behaviour through job satisfaction variables. So H4 in this study is rejected. Hence, it can be assumed that high job satisfaction will decrease environmentally friendly OCB. Job satisfaction refers to the overall happiness or satisfaction that a person feels about their work and work environment (Priyo W. et al., 2024). Conversely, eco-conscious OCB involves employees taking voluntary steps to promote environmental sustainability within the company, such as conserving resources, engaging in green initiatives, or recommending enhancements to environmental policies. Employees who engage in environmentally friendly OCB are usually motivated by organizational norms related to conservation and environmental awareness (Pham & Riedel,

2019). While job satisfaction can contribute to overall motivation and engagement at work, the specific motivation to engage in green behavior stems more from personal values and beliefs than from job satisfaction (Liu et al., 2021). Organizational culture and norms regarding environmental sustainability play an important role in promoting and encouraging green OCB. Even if employees are satisfied with their jobs, an individual's decision to engage in green OCB is more influenced by an organizational culture that emphasizes and supports environmental initiatives (Hooi et al., 2021). The results of this study differ from previous research conducted by Liu et al. (2021).

3.2.5. The Influence of Environmentally Friendly HRM on Environmentally Friendly Culture

The hypothesis test results for the five relationships between environmentally friendly HRM variables and environmentally friendly culture, as displayed in Table 5, indicate a t-statistic value exceeding 1.96, specifically 4.974. So, H5 in this study is accepted. So it can be assumed that the higher the environmentally friendly HRM, the more likely it is to increase the environmentally friendly culture. Environmentally friendly HRM includes initiatives to provide employees with knowledge about environmental issues. Building this awareness fosters a culture where employees are knowledgeable about environmental impacts and are motivated to adopt environmentally friendly practices in their work (Hooi et al., 2021). Environmentally friendly HRM encourages employee participation in implementing an environmentally friendly culture and decision-making processes related to sustainability. This involvement creates a sense of caring among employees, leading to greater involvement in maintaining an environmentally friendly culture (Ali et al., 2023). When organizations prioritize environmentally friendly HRM, leaders will commit to environmental responsibility. The dedication shows employees to embrace eco-conscious practices and help nurture a supportive environmentally conscious environment. Previous research by Hooi et al. (2021) has also backed up the findings of this study, highlighting the impact of eco-friendly HR practices on promoting an environmentally friendly culture.

3.2.6. The Influence of Environmentally Friendly Culture on Environmentally Friendly OCB

Based on Table 5, the results of testing the hypothesis of six relationships between environmentally friendly culture variables on environmentally friendly OCB are shown at a t-statistic value above 1.96, which is 11,269. So H6 in this study is accepted. So, it can be assumed that the higher the environmentally friendly culture, the more likely it is to increase environmentally friendly OCB. A positive environmentally friendly culture encourages and strengthens environmentally friendly OCB by establishing norms and expectations around environmental sustainability, leveraging social influence, and providing resource support for environmentally friendly initiatives (Lin et al., 2024). Organizations that foster a strong environmentally friendly culture tend to see increased engagement in environmentally friendly OCB among employees who are motivated to contribute to environmental sustainability in the workplace (Wang et al., 2022). In implementing environmentally friendly culture practices, environmental responsibility is seen as normative behavior. Employees understand and internalize the expectation to engage in environmentally friendly practices, such as caring about recycling, reducing energy consumption, or participating in go green initiatives. This normative influence encourages individuals to adopt environmentally friendly OCB as part of their routine. The results of this study are also supported by previous research by Hooi et al. (2021) which stated that environmentally friendly culture influences environmentally friendly OCB.

3.2.7. The Influence of Organizational Identification, Job Satisfaction and Green Culture on Green HRM and Green OCB

According to the findings presented in Table 5, the mediation test results show that the variables of organizational identification and job satisfaction do not serve as mediators in the connection between green HRM and green OCB. The t-statistic values of 0.963 and 1.084 led to the rejection of hypotheses H7a and H7b in this research. It suggests that organizational identification and job satisfaction do not play a role in indirectly influencing employees to participate in environmentally friendly practices within the company (Sridadi et al., 2022).

Green HRM can directly influence employee perceptions, attitudes, and behaviors towards environmental issues without having to rely on organizational identification or job satisfaction as mediators (Al-Ghazali & Afsar, 2020). Because in this study the results are different from previous research conducted by Freire and Pieta (2022). Therefore, green HRM practices such as training on environmental issues, implementing green policies, or providing incentives for green behavior can directly encourage green OCB by creating an environment that supports such behavior (Song et al., 2015). Based on Table 5, the results of the mediation test of the influence of the green culture variable are able to mediate the relationship between green HRM and green OCB as shown in the t-statistic value above 1.96. So H7c in this study is accepted. A strong green culture creates a normative environment where employees understand and appreciate environmentally responsible behavior. This encourages employees to engage in green OCB practices. The examination shows that green culture fully mediates the relationship between green HRM variables and green OCB variables. Green culture acts as a full mediator by conveying the impact of green HRM practices on green OCB significantly. Green culture forms a broader context and norms in which employees operate. Employees are more likely to adopt and maintain green behaviors when they perceive these actions to be consistent with the organization's values and expectations set by a strong green culture. A green culture encourages employees who share the same environmental values. When employees strongly identify with the green mission of the organization, they are motivated to contribute to the sustainability efforts of green OCB practices. Therefore, the mediation effect of green culture on the relationship between green HRM and green OCB is significant. The results of this study are supported by previous research by Hooi et al. (2021).

4. Conclusion

According to the findings and analysis provided, this research concluded that implementing green HR practices has a noticeable impact on how employees identify with the organisation, their satisfaction with their job, and the development of a green workplace culture. However, the study did not find a significant relationship between organisational identification, job satisfaction, and green organisational citizenship behaviour (OCB). Conversely, it was confirmed that a strong green culture within an organisation does have a significant influence on promoting green OCB. The research also revealed that organizational identification and job satisfaction do not play a role in the connection between green HR and green OCB. In contrast, it was found that green culture can act as a mediator in the link between green HR and green OCB. This discovery highlights that while green HR has a significant impact on shaping green culture, the direct impact on green OCB is more strongly influenced by culture rather than organizational identification or job satisfaction. These findings enhance our comprehension of the significance of green culture in enhancing environmentally friendly organizational behaviour.

This study offers several recommendations based on the analysis. To begin with, the level of identification with an organization has minimal impact on Green Organizational Citizenship Behaviour (G-OCB); therefore, it is essential for companies to offer training on the significance of eco-friendly actions to inspire employees to participate in G-OCB. Additionally, since job satisfaction has little influence on G-OCB, businesses should concentrate on methods such as education, participation, and incentives to create a supportive atmosphere for environmentally friendly practices. Finally, organizational identification and job satisfaction do not play a role in the link between Green Human Resource Management (GHRM) and G-OCB, indicating that future studies should examine green culture as a potential mediator to enhance pro-environmental behaviours at work.

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