The relationship between organization’s structure, leader behavior and personality with citizenship behavior on managing environment

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Abstract. This research is aim at determining relationship between organization’s structure, leader behavior and personality with citizenship behavior on managing the environment at Cilegon, Banten Industrial Park. The method used was survey with a correlational study by involving 150 sample. There were four instruments which measured citizenship behavior on managing the environment (rel. 0.94), organization’s structure (rel. 0.93), leader behavior (rel. 0.93), and personality (rel. 0.97). Data has been analyzed by two-way ANOVA. Research results revealed that there is positive and significant correlation among those variables, even though it has been controlled by second-order correlation, it is still significant among them. Therefore, it could be concluded that if citizenship behavior on managing the environment would be improved, then organization’s structure, leader behavior and personality should be taken into consideration.

1. Introduction
Behavior in managing the environment is based on the response of environmental problems to the management such as how management actions in the process of using natural resources efficiently and effectively. The company itself is often faced with many priorities to do, on one hand for business competition and on the other hand for attention to the natural environment. Behavior in managing the environment is needed in order to improve employee behavior regarding environmental impacts that can contribute positively and negatively in achieving organizational or company goals.

The previous research was conducted by [1], over the past few decades, India has seen the rise of corporate social responsibility (CSR) among the corporate. In the middle of economic and social upheaval and from the immense pressure from environmentally conscious consumers, government and environment activists, Indian organizations are increasingly rectifying their CSR strategies in order to express their responsible nature. Different studies have been conducted by CSR and environmental sustainability whereby showing different kinds of relationship human behavior and CSR practices.

Furthermore, research by [2] is successful in implementing the practice environment (ie, implementation of sustainability policies, pollution prevention measures, industrial ecological promotion, environment-training programs) execution of active environmental commitment from top managers. It is based on an institution or organization that cares about the environment around it is highly dependent on the extent to which leaders have commitment and leadership in positioning themselves as top managers in the implementation of management functions, so that it can improve the function of organizational structure.
According to [3], although environmental leadership is generally regarded as a prerequisite for environmental improvement in greening institutions, few studies focus on management systems and the ability to influence sustainability commitments. Thus, in improving employee's environmental performance, leaders need to be oriented toward sustainable environmental awareness. Integrative model of organizational behavior, according to [4], leaders and employees as individuals can be assessed from individual achievements (individual outcomes) of job performance or behavior that contributes good or bad and organizational commitment performance is strong or weak individual desires in the organization or institution.

There are several factors affecting individual achievement (individual outcomes) within an organization. Individual characteristic factors are personality and group mechanisms, one of which is leadership behaviors. Based on perceptions, an environmentally based company should be able to improve wise behavior in managing the environment and minimize negative impacts on the environment. Where the influence of positive leadership and personality is what can lead to a positive environmental performance.

Based on some of the International Journal mentioned above, the novelty in this research is on behavior in managing the environment which is related to organizational structure, leader behavior and personality. Researchers are interested in conducting research on the relationship between organizational structure, leader behavior and personality with citizenship behavior on managing the environment. Where the influence of positive leadership and personality is what can lead to positive environmental performance.

[5] suggests that, one’s behavior can be maintained or maintained for longperiods of time. [6] argue that organizing is grouping activities, assigning activities an providing the authority necessary to carry out the activities. In simple terms according to [7], behavior in managing the environment based on organizational citizenship behavior can be interpreted as an attitude or organizational behavior that is aligned and serves for the benefit of the organization. Some experts defined organizational citizenship behavior defines OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. The personality foundation for these organization citizenship behaviors reflects the employee’s predispositional traits to the cooperative, helpful, caring, and conscientious. The attitudinal foundation indicates that employee engage in OCBs in order to reciprocate the actions of their organizations.

Further explanation, [7] stated that the behavior of organizational personnel is in some form, but can be classified as, OCBs can take many forms, but the major ones could be summarized as: 1) altruism (e.g., helping out when a coworker is not feeling well), 2) conscientiousness (e.g., staying late to finish a project), 3) civic virtue (e.g., volunteering for a community program to represent the firm), 4) sportsmanship (e.g., sharing failure of a team project that would have been success full by following the member’s advice), 5) courtesy (e.g., being understanding and empathetic even when provoked.

This suggestion implies that for every member of the organization must build an attitude of self-interest, build a high awareness, social, honest about everything, and courtesy. Some of these attitudes woke up would certainly raise the life of the organization. From some of the description and analysis of the concept above, the synthesis of wise behavior in managing the environment is an action done by someone who contributes in managing the environment for organizational goals through dimension helping, sportsmanship, loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

According to [4], organizational structure is formally dictates how jobs and tasks are divided and coordinated between individuals and groups within the company. One way of getting a feel for an organization’s structure is by looking at an organizational chart. An organizational chart is a drawing that represents every job in the organization and the formal reporting relationships between those jobs. It helps organizational members and outsiders understand and comprehend how work is structures within the company.
While [8] define the organization’s structure as the formal pattern of activities and interrelationships among the various subunits of the organization. Viewing an organization chart on a piece of paper or framed on a wall, one sees only a configuration of positions, job duties, and lines of authority among the parts of an organization. Organizational structures can be more complex than. Based on the above description, the synthesis of the organization’s structure is the activity of employees in the division of tasks between individuals and groups within the company include the dimensions of work specialization, control range, command line, and formalities, delegates (centralization and decentralization) to preserve the environment in achieving green industry.

According to [9], leadership is in terms of an influence process that occurs naturally within a social system and is diffused among the members. Leadership is the process of influencing a person or group of people in a group or an organization. According to [4], leadership is defined as use power and influence to direct the activities of followers toward goal achievement. Leadership is the use of power and influence directing subordinate activities in achieving goals.

According to [10], leadership is the ability to influence a group of people in achieving a vision or set of goals. In the Trait theories of leadership, one's leadership is seen in one's quality and character. Whereas in behavioral theory of leadership, subordinates see the leader from the aspect of initiating structure is how far the leader explains the plan and the role of the subordinate and the attention (consideration), that is how far the leader builds friendship relationship with the staff to trust each other (mutual trust), attention to the ideas of subordinates (respect for employee’s). From some research, 66% of staff is motivated by the attention of the leadership. Thus, the synthesis leader behavior is the action of a leader who is assessed by employees in managing the environment to achieve corporate goals that have a positive impact through the dimensions of consideration and initiating structure.

According to [5] in [11], personality is the complex organization of cognitions, affects and behaviors that gives direction and pattern (coherence) to the person life Personality consists of both structures and processes and reflects both nature (genes) and nurture experience. Personality is a complex cognitive organization that influences behavior to give direction and pattern of one's life, personality consists of structure and process, both natural (gen) and experience. Thus, personality is a complex knowledge that can affect behavior on a particular purpose.

[12] in The Big Five personality model explains that there are five factors underlying human personality that is conscientiousness, agreeableness, neuroticism, openness, and extraversion. From some of explanations above, the synthesis of personality is one's traits in responding, reacting, and interacting relatively stable with others and its environment includes conscientiousness, agreeableness, neuroticism, openness, extraversion to achieve organizational goals. Based on the description, the researcher is interested to conduct research on the relationship between organization’s structure, leader behavior and personality with behavior in managing environment, correlational study on employees ‘in Krakatau Steel Company Cilegon, Banten year 2016.

2. Method
The purpose of the research is to find a relationship between organization’s structure, leader behavior, and personality together with employees’ citizenship behavior on managing the environment. A correlational study was used by selecting randomly 150 employees’ as sample. There were four measurable instruments that are employees’ citizenship behavior on managing the environment (rel. 0.94), organization’s structure (rel. 0.93), leader behavior (rel. 0.93), and personality (rel. 0.97). Data were calculated by descriptive and inferential statistics. Then, it was analyzed by simple and multiple regression, followed by finding out its second-order correlation and verified by t-test.

3. Results and Discussion

3.1. Result
The relationship between organization’s structure with citizenship behavior on managing the environment could be seen in the regression model with regression coefficients b = 0.44 and a = 77.96.

Table 1. Anova table for regression model of Ŷ = 77.96 + 0.44X1

| Source of Variances | Degrees of Freedom (DF) | Sum of Square (SS) | Means Square (MS) | Fcal | Ftable |
|---------------------|-------------------------|--------------------|-------------------|------|--------|
| Total               | 149                     |                    |                   | 0.05 | 0.01   |
| Coefficient (a)     | 1                       |                    |                   |      |        |
| Regression (b/a)    | 1                       | 7353.043           | 7353.043          | 35.01| 6.81   |
| Residual            | 148                     | 31091.791          | 210.080           | **   |        |
| Deviation from Linearity | 55                 | 12799.482         | 232.718           | 1.18ns| 1.45   |
| Error               | 93                      | 18292.308          | 196.691           |      |        |

**p < 0.01 (very significant) m : nonsignificant

Based on table above, it can be seen that, the resulting regression equation was significant with a regression model Ŷ = 77.96 + 0.44X1. Therefore, there was a positive relationship between citizenship behavior on managing the environment with organization’s structure which was very significant. Next, a large correlation coefficient between organization’s structure with citizenship behavior on managing the environment was found, as shown in the following table 2.

Table 2. Partial correlation (RY 1.23)

| Sample (n) | Correlation Coefficient (zero) | Second order correlation | tcal | ttable |
|------------|---------------------------------|--------------------------|------|--------|
| 150        | 0.437                           | 0.246                    | 5.91**| 1.97   |

**p < 0.01

There was highly significant correlation between the organization’s structure with citizenship behavior on managing the environment. The variation of citizenship behavior on managing the environment is determined by 6.1% of the organization’s structure variation through the regression model Ŷ = 77.96+ 0.44X1.

The relationship between leader behavior with citizenship behavior on managing the environment could be seen in the regression equation which generates the direction of regression coefficients b = 0.62 and constants = 58.68 to determine the degree of significance (level of significance). The F was subsequently tested, as shown in the following table 3.

Table 3. Anova Table of regression model Ŷ = 58.68 + 0.62X2

| Source of Variances | Degrees of Freedom (DF) | Sum of Square (SS) | Means Square (MS) | Fcal | Ftable |
|---------------------|-------------------------|--------------------|-------------------|------|--------|
| Total               | 149                     |                    |                   | 0.05 | 0.01   |
| Coefficient (a)     | 1                       |                    |                   |      |        |
| Regression (b/a)    | 1                       | 9662.144           | 9662.144          | 49.68**| 6.81   |
| Residual            | 148                     | 28782.689          | 194.478           |      |        |
| Deviation from Linearity | 42                 | 9168.540          | 218.299           | 1.18ns| 1.49   |
| Error               | 106                     | 19614.149          | 185.039           |      |        |

**p < 0.01 m : nonsignificant
Based on table above, it can be seen that the resulting regression equation was significant with a regression model \( \hat{Y} = 58.68 + 0.62X_2 \). Therefore there was a positive relationship between citizenship behavior on managing the environment with leader behavior which was very significant. Next a large correlation coefficient between leader behavior with citizenship behavior on managing the environment was found, as shown in the following table 4.

**Table 4. Partial correlation (RY2.13)**

| Sample (n) | Correlation Coefficient (zero) | Second order correlation | t_{cal} | t_{table} |
|------------|---------------------------------|--------------------------|--------|----------|
| 150        | 0.501                           | 0.373                    | 7.05** | 1.97     | 2.61     |

** p<0.01

There was highly significant correlation between leader behavior with citizenship behavior on managing the environment. The variation of citizenship behavior on managing the environment is determined by 13.9% of the leader behavior variation through the regression model of \( \hat{Y} = 58.68 + 0.62X_2 \).

The shape of the relationship between personality with citizenship behavior on managing the environment could be seen in the regression equation which generates the direction of regression coefficients \( b = 0.29 \) and \( a = 107.11 \).

**Table 5. Anova table for regressin model of \( \hat{Y} = 107.11 + 0.29X_3 \)**

| Source of Variances | Degrees of Freedom (DF) | Sum of Square (SS) | Means Square (MS) | F_{cal} | F_{table} |
|---------------------|-------------------------|--------------------|-------------------|--------|-----------|
| Total               | 149                     |                    |                   | 0.05   | 0.01      |
| Coefficient (a)     | 1                       |                    |                   |        |           |
| Regression (b/a)    | 1                       | 3670.516           | 3670.516          | 15.62**| 3.91      | 6.81      |
| Residual            | 148                     | 34774.317          | 234.962           |        |           |
| Deviation from Linearity Error | 49 | 14724.739 | 300.505 | 1.48ns | 1.49 | 1.82 |
| Error               | 99                      | 20049.578          | 202.521           |        |           |

** p <0.01 ** : nonsignificant

According to the table above, it showed that, the regression equation was significant with a regression model \( \hat{Y} = 107.109 + 0.292X_3 \). Therefore, there was a positive relationship between citizenship behavior on managing the environment with personality which was very significant. Correlation coefficient between personality with citizenship behavior on managing the environment was found, as shown in the following table 6.

**Table 6. Partial correlation (RY3.12)**

| Sample (n) | Correlation Coefficient (zero) | Second order correlation | t_{cal} | t_{table} |
|------------|---------------------------------|--------------------------|--------|----------|
| 150        | .309                             | 0.184                    | 3.95** | 1.97     | 2.61     |

** p< 0.01
There is highly significant correlation between personality with citizenship behavior on managing the environment. The variation of citizenship behavior on managing the environment is determined by 3.4% of the personality variation through the regression model \( \hat{Y} = 107.11 + 0.29X_3 \).

The shape of the relationship between organization’s structure, leader behavior, personality with citizenship behavior on managing the environment could be seen in the regression equation which produced a directions regression coefficient = \( b_1 = 0.24; b_2 = 0.45; b_3 = 0.15 \); and constant = 35.78. To determine the degree of significance (level of significance), the F was tested, as shown in the following table 7.

| Source of Variances | Degrees of Freedom (DF) | Sum of Square (SS) | Means Square (MS) | \( F_{cal} \) | \( F_{table} \) |
|---------------------|-------------------------|-------------------|------------------|----------------|-----------------|
| Total Direduct      | 149                     |                   |                  |                |                 |
| Regression          | 3                       | 12886.763         | 4295.588         | 24.53**        | 2.67            |
| Residual            | 146                     | 25558.071         | 175.055          |                | 3.92            |

**p <0.01**

Based on table above, the resulting regression equation was significant with a regression model \( \hat{Y} = 35.78 + 0.24X_1 + 0.45X_2 + 0.15X_3 \). Therefore, there was a positive relationship between citizenship behavior on managing the environment with organization’s structure, leader behavior, and personality which was very significant. A large correlation coefficient between organization’s structure, leader behavior, and personality with citizenship behavior on managing the environment could be seen the following table 8.

| Sample (n) | Multiple Correlation Coefficient | Multiple Determination Coefficient. | \( F_{cal} \) | \( F_{table} \) |
|------------|----------------------------------|-------------------------------------|----------------|-----------------|
| 150        | .579                             | .335                                | 24.55**        | 2.67            |

**p<0.01**

It indicated that around 33.5% of the citizenship behavior on managing the environment variation determined all together by the variations of the organization’s structure, leader behavior, and personality through the linear regression model, as follows: \( \hat{Y} = 35.78 + 0.24X_1 + 0.45X_2 + 0.15X_3 \). Based on table above, the value of the correlation coefficient between organization’s structure, leader behavior, and personality with citizenship behavior on managing the environment of \( r_{YX123} = 0.579 \). The higher the organization’s structure, leader behavior, and personality, the higher was citizenship behavior on managing the environment.

### 3.2. Discussion

The first hypothesis proposed that organization’s structure was positively related to citizenship behavior on managing the environment. The success of citizenship behavior on managing the environment a company was determined by its organization’s structure of the company. The organization’s structure in this study includes the dimensions of work specialization, span of control, chain of command, formalization, delegation (centralization and decentralization) to preserve the environment.

The basic theoretical reference used in explaining citizenship behavior on managing the environment such as organization’s structure the theory Integrative Model of Organizational Behavior from [12]. In addition, in line with the results of research conducted by [1] that over the last few
decades, India has socialized corporate social responsibility (CSR) in various companies. In the economic and social upheaval and from the tremendous pressure of environmentally conscious consumers, the Government, environmentalists, and Indian organizations are increasingly improving the CSR strategy by putting emphasis on corporate and employee responsibilities. The results show the differences in human behavior with CSR practices. Research suggests how organizations tend to be positive and wise to environmental management by meeting needs but without compromising the needs of future generations.

In addition, according to [13], facing the situation of product or service demand and competition to gain customer trust, then the pro-environment company must be able to solve the environmental problems, it will have a positive ability in affecting the performance employees, and ultimately for the environmental performance of the company. Based on results above, then it is obtained a positive relationship between organization’s structure with citizenship behavior on managing the environment.

Another hypothesis test result depicted that the leader behavior was positive and highly significant with the citizenship behavior on managing the environment. The success of citizenship behavior on managing the environment of a company is determined by the leader behavior of a company. Leader behavior in this research includes the dimensions of helping, sportsmanship, loyalty, organizational compliance, individual initiative, civic virtue, and self-development. The basic theoretical reference used in describing citizenship behavior on managing the environment is the umbrella theory of Responsible Behavioral Behavior toward the Environment that has been adapted by Blaikie & Ward (1993) from Model Hinnes et al (1986/1987), [14].

According to [9], leadership is the ability to influence a group of people in achieving a vision or set of goals. In the theory of leadership character (Trait theories of leadership), one's leadership is seen in one's quality and character. Whereas in behavior theories of leadership theory, subordinates see the leader from the aspect of initiating the plan (ie the extent to which the leader explains the plan and the role of the subordinate and attention (consideration). It is the extent to which leaders build friendships with staff to each other trust (mutual trust), attention to the ideas of subordinates (respect for employees). Based on other research, 66% of staff are motivated by the attention of the leaders.

According to [15], in history, some leadership researchers emphasize the importance of situations in the leadership process, in which situations are not based on the person's traits or skills, but rather a situational perspective in handling a problem in times of economic crisis, social unrest, problems such as natural disasters and so forth. One attempt to include situational factors in leadership theory is the multiple influence model of Hunt and Osborn. This model is differentiated that micro variable (task factor) with makro variabel (external environmental factors) in the situation in an organization or institution.

Research conducted by [2] is the successful implementation of the practice environment (ie, implementation of sustainability policies, pollution prevention measures, industrial ecological promotion, environmental training programs) top manager. It is based on an institution or organization that cares about the environment around that highly dependent on the extent to which leaders have commitment and leadership in positioning themselves as top managers in the implementation of management functions. Thus, it can improve the function of organizational structure.

Based on explanation above, an institution or organization that cares about the environment around it is very dependent on the extent to which leaders. Leaders are committed and leadership in positioning themselves as top managers within a company supported by behavior in managing the environment. Thus, there is a very significant positive relationship between leader behavior and citizenship behavior on managing the environment. The rest of other hypothesis verification revealed that personality was positive and highly significant with citizenship behavior on managing the environment. The success of citizenship behavior on managing the environment of a company was determined by employees’ personality. Big-five personality model consist of conscientiousness, agreeableness, neuroticism, openness and extraversion. [16] several studies have revealed that positive personality in employees indicated good
job performance as well, because the positive environmental impacts in the company facilitate the involvement of the personality work and the resulting resources.

It is important for employees to demonstrate proactive behavior and optimize their own work environment. Furthermore, research conducted by [17] showed that the five factors of human personality in adults, showing a strong relationship between one another. These findings reinforce previous research data on a five-factor model in personality research. Based on the above explanation there is a positive and highly significant correlation between personality and citizenship behavior on managing the environment. Comparing to research conducted by [13], it supported this finding which people pro-ecological behavior could be best predicted by their personality, especially environmental personality. The results of the fourth hypothesis test show that the organization’s structure, leader behavior, and personality are together positively and highly significant with citizenship behavior on managing the environment. The success of citizenship behavior on managing the environment is determined by the organization’s structure, leader behavior, and the personality of its employees.

Research conducted by [18] is the impact of integration of intervention implementation of the intention more effective to promote individual behavior. In this case, the implementation of a strong and weak intention also determines one's behavior. [15] stated that some studies have revealed positive personality in employees showing good job performance anyway. The positive corporate environmental impacts facilitate job engagement from personality outcomes. Therefore the management can affect the work of employees and resources generated. It is important for employees to demonstrate proactive behavior and optimize the work environment of employees.

Research conducted by [19] is about the development of environmental leadership that can holistically face the existing environmental problems. Environmental leaders promote the sustainability of environmental issues to protect the natural environment in decision-making and action processes. Thus, it can be concluded that in this study the transformational-style leadership variables affect the environmental performance of the organization. Based explanation above, there is a positive and very significant relationship between the organization’s structure, leader behavior, and personality together with the citizenship behavior on managing the environment.

The pure contribution of each variable is known by controlling other independent variables. The results of the analysis can show the rank of the relationship as shown in the following table 9.

**Table 9. Second-order correlation among variables**

| Partial Correlation | Second-Order Correlation Coefficient | Strength in contribution |
|---------------------|--------------------------------------|--------------------------|
| \( \gamma_{1.23} \) | 0.246 | Second |
| \( \gamma_{2.13} \) | 0.373 | First |
| \( \gamma_{3.12} \) | 0.184 | Third |

Based on table above, the first relationship strength rank is behavior leader of 0.373; organization’s structure equal to 0.246; and the third personality of 0.184. These findings would be expected to add a treasure that enriches scientific knowledge, especially about citizenship behavior on managing the environment.

**4. Conclusions**

Based on these findings it could be concluded that when employees citizenship behavior on managing the environment would be positively improved, then factors such as organization’s structure, leader behavior and personality could not be neglected. Therefore, these findings could be beneficial in contributing the theoretical basis if employees’ citizenship behavior for managing the environment would be measured, by considering the role of leader behavior, organization’s structure, and especially personality.
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