The Factors That Influence Organizational Citizenship Behaviour For The Environment

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ABSTRACT

Employee voluntary behavior related to environmental awareness in the workplace is very important to support the sustainability of the organization. The purpose of this study was to determine the influence of leadership, organizational culture and job satisfaction on Organizational Citizenship Behavior for the Environment (OCBE) in 3 groups of employees in financial institutions (Banking, Pension Fund and Insurance). This type of research is a quantitative survey method. The study population was employees of financial institutions in Jakarta with a sample size of 126 people. In the 3 financial institutions studied, it can be proven that: 1. Leadership has no effect on OCBE and Work Satisfaction, 2. Organizational Culture affects OCBE and Work Satisfaction, 3. Work Satisfaction has an effect on OCBE, 4. Leadership has no effect on OCBE through Work Satisfaction and 5. Organizational Culture influences OCBE through Work Satisfaction. For further research, it is expected to further analyze other variables that affect OCBE for financial sustainability.

Keywords: OCBE, Work Satisfaction, Leadership, Organizational Culture
JEL Classifications: L2, J2

1. INTRODUCTION

In facing challenges for organizational sustainability, various companies have begun to integrate the concept of the Triple Bottom line (profit, people and planet) with their business strategies. Financial organizations have also begun to complete several regulations on sustainable finance. To achieve organizational goals in implementing green management, companies need human resources who are aware of environmental conservation in their organization. Employee voluntary behavior related to environmental awareness at work (OCBE) has begun to be developed to support sustainable finance.

Based on the results of the pre-survey it was found that, OCBE has not been optimal in terms of efforts to save energy in the workplace, employees who throw garbage in its place, and employees who use paper as needed. There are 3 variables that are thought to influence OCBE, namely leadership, organizational culture and job satisfaction based on the results of the pre-survey. survey.

Increasing employee voluntary behavior in an organization cannot be separated from leadership in managing the organization it runs.

The leader determines the goals and direction of the organization, plans, organizes, moves and controls all human resources owned by a particular organization. This leadership is the main key in carrying out management which plays an important and strategic role in the sustainability of an organization. Leadership is a person’s ability that can influence others for the achievement of organizational goals with enthusiasm, so a manager who wants to be successful is required to have effective abilities. The results of the pre-survey state that leadership in financial institutions is still not optimal in terms of communication between leaders and subordinates, leaders who can provide input to their
subordinates and leaders who are willing to receive input from their subordinates.

Organizational culture is often portrayed in a sense that must be shared. Patterns of beliefs, symbols, rituals and myths that develop over time and serve as the glue that holds an organization together.

Different forms of organization certainly have different cultures, this is natural because the organizational environment is different, for example companies engaged in the service sector such as the financial industry.

Based on the results of the pre-survey it was found that the organizational culture was not optimal in terms of employees expressing their ideas, the relationship between employees in the work unit, and the stability of employees to remain in the organization.

Job satisfaction is important in organizational management. Job satisfaction will affect employee engagement. The results of the pre-survey stated that job satisfaction was not optimal related to the relationship between employees, employee work challenges, and employee job protection.

Several studies related to OCBE stated the importance of company environmental policies to support employee environmental initiatives (Chithra and Yothi, 2017; Hari Patworo and Bernadeta, 2017; Nawangsari and Sutawijaya, 2019). In other studies it has also been proven that leadership is important to increase employee job satisfaction (Belias and Koustenios, 2014; Atmojo, 2015). Research by Belias and Koustenios (2014) and Arifin (2015) states that organizational culture is an important element that greatly affects employee job satisfaction.

Job satisfaction will increase employee OCBE behavior (Paiile and Raineri, 2015; Ju et al., 2015; Han et al., 2019). Good leadership will affect employee OCBE (Boiral et al., 2015). Research conducted by Pham et al. (2018) proves that organizational culture has an effect on OCBE.

Based on the above phenomena, research was carried out on 3 groups of employees at financial institutions (banking, pension fund institutions and insurance) related to the influence of leadership and organizational culture on OCBE-mediated job satisfaction.

2. LITERATURE REVIEW

2.1. Organizational Citizenship Behavior for the Environment (OCBE)
Boiral and Paiile (2012) argue that OCBE is an individual, voluntary social behavior that is not explicitly recognized by formal management systems and which contributes to effective environmental management by organizations. There are three dimensions to measure OCBE, namely, Eco Initiatives, Eco Civic Engagement and Eco Helping.

2.2. Leadership
Leadership is an activity to influence others and change behavior to achieve common goals. Leadership is something that is inherent in a person who has certain characteristics such as personality, ability, and capacity. (Maxwel et Busro; 2018). The dimensions of leadership according to Fiedler in Sutrisno (2017), namely: The relationship between the leader and subordinates, the degree of task arrangement and the power position of a leader.

2.3. Organizational Culture
Robbins et al. (2018) states that organizational culture is a set of values and norms adhered to by organizational members and is considered a norm of behavior in solving company problems. A strong and positive culture is very influential on the behavior and effectiveness of company performance.

The dimensions of organizational culture are:
Trust, Aggressiveness, Personality and Performance.

2.4. Work Satisfaction
Job satisfaction is a general attitude towards one’s job as the difference between the amount of reward received by workers and the amount of reward that is believed to be received. Job satisfaction is an important thing that individuals have at work (Robbins, 2015).

The dimensions of job satisfaction are work relations, work challenges and job protection.

The research hypothesis in 3 research groups (banking, pension fund institutions and insurance) is as follows:
H1: Leadership has an effect on Work Satisfaction
H2: Organizational Culture affects Work Satisfaction
H3: Leadership has an effect on OCBE
H4: Organizational Culture affects OCBE
H5: Work Satisfaction has an effect on OCBE
H6: Leadership affects OCBE through Work Satisfaction
H7: Organizational Culture influences OCBE through Work Satisfaction.

3. RESEARCH METHODS
This type of research is a quantitative study using survey methods. The research object is employees of financial institutions (banking, pension fund institutions and insurance) in Jakarta with a sample of 126 people. Data analysis using SEM with the Smart PLS program.

4. RESULT AND DISCUSSION
Evaluation of the Measurement Model (Outer Model) Reflective or Indicator Test.

The evaluation of the measurement model (outer model) is carried out to determine the validity and reliability of the indicator and its latent variables.

4.1. Convergent Validity Testing/Convergent Validity
Convergent validity test is done by examining, among others, individual item reliability, internal consistency or construct reliability and average variance extracted. Individual examination
of item reliability can be seen from the standardized loading factor value. Standardized loading factor describes the magnitude of the correlation between each measurement item (indicator) and its construct. The loading factor value used in this study is >0.5, so if there is a loading factor value <0.5 in the calculation result of the measurement model (outer model), it will be excluded from the model. The results of the calculation of the measurement model using SEM PLS version 3.0, then the loading factor values for all indicators in each research variable have met the value >0.5 as can be seen in Table 1 below.

Convergent validity evaluation from the Average Variance Extracted (AVE) examination illustrates the large variety of manifest variables that can be had by latent constructs. The greater the variety of manifest variables that can be contained by a latent construct, the greater the manifest variable representation of the latent construct. The term Manifest variable is often defined as an indicator. AVE value must be >0.5.

Evaluation of convergent validity from checking internal consistency reliability can be seen from the value of Cronbach's Coefficient Alpha (CA) and Composite Reliability (CR) which shows the consistency value of each indicator in measuring its construct. The expected CA and CR values are >0.7. The results of the measurement of AVE, CA and CR values meet the existing conditions and can be seen in Table 2.

### 4.2. Discriminant Validity Testing

The discriminant validity test is intended to check the cross loading value, namely the correlation coefficient of the indicator against its own construct compared to the correlation coefficient with other constructs. The correlation coefficient value of the indicator against its own construct must be greater than that of other constructs.

Tables 3-5 show that there are 25 indicators that are proven to show the correlation coefficient value of the construct itself which is greater than other constructs. Statement items that do not meet these criteria are removed from the model.

### 4.3. Evaluation of the Structural Model (Inner Model) or Hypothesis Testing

Evaluation of the structural model (inner model) or hypothesis testing in this study through the steps of evaluating the path coefficient value, evaluating the value of R², measuring the effect

| Variable              | Indicator | Group 1 | Group 2 | Group 3 |
|-----------------------|-----------|---------|---------|---------|
|                       |           | Outer loading | Information | Outer loading | Information | Outer loading | Information |
| Leadership (X1)       | X1.1      | 0.759 | Valid | 0.867 | Valid | 0.838 | Valid |
|                       | X1.2      | 0.848 | Valid | 0.818 | Valid | 0.874 | Valid |
|                       | X1.3      | 0.810 | Valid | 0.824 | Valid | 0.870 | Valid |
|                       | X1.4      | 0.840 | Valid | 0.871 | Valid | 0.914 | Valid |
|                       | X1.5      | 0.795 | Valid | 0.914 | Valid | 0.804 | Valid |
|                       | X1.6      | 0.732 | Valid | 0.838 | Valid | 0.779 | Valid |
| Organizational Culture (X2) | X2.1 | 0.826 | Valid | 0.864 | Valid | 0.889 | Valid |
|                       | X2.2      | 0.779 | Valid | 0.843 | Valid | 0.852 | Valid |
|                       | X2.3      | 0.851 | Valid | 0.886 | Valid | 0.935 | Valid |
|                       | X2.4      | 0.880 | Valid | 0.866 | Valid | 0.892 | Valid |
|                       | X2.5      | 0.829 | Valid | 0.848 | Valid | 0.898 | Valid |
|                       | X2.6      | 0.841 | Valid | 0.783 | Valid | 0.816 | Valid |
|                       | X2.7      | 0.888 | Valid | 0.877 | Valid | 0.929 | Valid |
| Work Satisfaction (Y1) | Y1.1      | 0.853 | Valid | 0.911 | Valid | 0.907 | Valid |
|                       | Y1.2      | 0.860 | Valid | 0.890 | Valid | 0.943 | Valid |
|                       | Y1.3      | 0.878 | Valid | 0.854 | Valid | 0.922 | Valid |
|                       | Y1.4      | 0.826 | Valid | 0.880 | Valid | 0.898 | Valid |
|                       | Y1.5      | 0.917 | Valid | 0.900 | Valid | 0.936 | Valid |
|                       | Y1.6      | 0.817 | Valid | 0.878 | Valid | 0.896 | Valid |
| OCBE (Y2)             | Y2.1      | 0.752 | Valid | 0.891 | Valid | 0.868 | Valid |
|                       | Y2.2      | 0.912 | Valid | 0.836 | Valid | 0.922 | Valid |
|                       | Y2.3      | 0.668 | Valid | 0.782 | Valid | 0.787 | Valid |
|                       | Y2.4      | 0.681 | Valid | 0.786 | Valid | 0.780 | Valid |
|                       | Y2.5      | 0.856 | Valid | 0.853 | Valid | 0.899 | Valid |
|                       | Y2.6      | 0.805 | Valid | 0.821 | Valid | 0.849 | Valid |

Source: Primary Data Processed (2020)

### Table 2: Value of average variance extracted (AVE), Cronbach’s coefficient alpha (CA) and composite reliability (CR)

| Variable       | Group 1 |       |       |       |       |       |       |
|----------------|---------|-------|-------|-------|-------|-------|-------|
|                | AVE     | CA    | CR    | AVE   | CA    | CR    | AVE   | CA    | CR    |
| Leadership (X1)| 0.638   | 0.887 | 0.913 | 0.733 | 0.927 | 0.943 | 0.719 | 0.921 | 0.939 |
| Organizational culture (X2)| 0.710 | 0.932 | 0.945 | 0.727 | 0.937 | 0.949 | 0.789 | 0.955 | 0.963 |
| Work satisfaction (Y1)  | 0.739 | 0.929 | 0.944 | 0.784 | 0.945 | 0.956 | 0.841 | 0.962 | 0.970 |
| OCBE (Y2)       | 0.615   | 0.871 | 0.904 | 0.687 | 0.909 | 0.929 | 0.727 | 0.924 | 0.941 |

Source: Primary Data Processed (2020)
Table 3: Result of discriminant validity group 1 testing

| Indicator | Leadership (X1) | OCBE (Y2) | Organizational culture (X2) | Work satisfaction (Y1) | Result |
|-----------|----------------|----------|-----------------------------|-----------------------|--------|
| X1.1      | 0.759          | 0.432    | 0.508                       | 0.485                 | Valid  |
| X1.2      | 0.848          | 0.660    | 0.673                       | 0.613                 | Valid  |
| X1.3      | 0.810          | 0.617    | 0.756                       | 0.590                 | Valid  |
| X1.4      | 0.840          | 0.547    | 0.667                       | 0.475                 | Valid  |
| X1.5      | 0.795          | 0.525    | 0.445                       | 0.461                 | Valid  |
| X1.6      | 0.732          | 0.371    | 0.554                       | 0.392                 | Valid  |
| X2.1      | 0.669          | 0.813    | 0.826                       | 0.727                 | Valid  |
| X2.2      | 0.562          | 0.604    | 0.779                       | 0.616                 | Valid  |
| X2.3      | 0.611          | 0.705    | 0.851                       | 0.763                 | Valid  |
| X2.4      | 0.709          | 0.646    | 0.880                       | 0.659                 | Valid  |
| X2.5      | 0.609          | 0.567    | 0.829                       | 0.636                 | Valid  |
| X2.6      | 0.583          | 0.696    | 0.841                       | 0.745                 | Valid  |
| X2.7      | 0.738          | 0.784    | 0.888                       | 0.853                 | Valid  |
| Y1.1      | 0.445          | 0.806    | 0.865                       | 0.853                 | Valid  |
| Y1.2      | 0.677          | 0.811    | 0.835                       | 0.860                 | Valid  |
| Y1.3      | 0.510          | 0.795    | 0.722                       | 0.878                 | Valid  |
| Y1.4      | 0.546          | 0.791    | 0.763                       | 0.828                 | Valid  |
| Y1.5      | 0.489          | 0.762    | 0.736                       | 0.917                 | Valid  |
| Y1.6      | 0.623          | 0.729    | 0.711                       | 0.817                 | Valid  |
| Y2.1      | 0.486          | 0.752    | 0.658                       | 0.704                 | Valid  |
| Y2.2      | 0.586          | 0.912    | 0.701                       | 0.721                 | Valid  |
| Y2.3      | 0.354          | 0.668    | 0.528                       | 0.705                 | Valid  |
| Y2.4      | 0.560          | 0.681    | 0.678                       | 0.772                 | Valid  |
| Y2.5      | 0.569          | 0.856    | 0.676                       | 0.722                 | Valid  |
| Y2.6      | 0.587          | 0.805    | 0.601                       | 0.622                 | Valid  |

Source: Primary Data Processed (2020)

Table 4: Result of discriminant validity group 2 testing

| Indicator | Leadership (X1) | OCBE (Y2) | Organizational Culture (X2) | Work Satisfaction (Y1) | Result |
|-----------|----------------|----------|-----------------------------|-----------------------|--------|
| X1.1      | 0.867          | 0.6648   | 0.6604                      | 0.6675                | Valid  |
| X1.2      | 0.818          | 0.6665   | 0.5995                      | 0.6273                | Valid  |
| X1.3      | 0.824          | 0.6232   | 0.6927                      | 0.6571                | Valid  |
| X1.4      | 0.871          | 0.6394   | 0.6346                      | 0.6184                | Valid  |
| X1.5      | 0.914          | 0.7421   | 0.6815                      | 0.7171                | Valid  |
| X1.6      | 0.838          | 0.6928   | 0.7392                      | 0.6672                | Valid  |
| X2.1      | 0.6597         | 0.8053   | 0.864                       | 0.7548                | Valid  |
| X2.2      | 0.6234         | 0.7289   | 0.843                       | 0.7309                | Valid  |
| X2.3      | 0.6717         | 0.8692   | 0.886                       | 0.8309                | Valid  |
| X2.4      | 0.6686         | 0.7684   | 0.866                       | 0.7415                | Valid  |
| X2.5      | 0.6727         | 0.7179   | 0.848                       | 0.7367                | Valid  |
| X2.6      | 0.6311         | 0.6981   | 0.783                       | 0.7398                | Valid  |
| X2.7      | 0.7304         | 0.8425   | 0.877                       | 0.8353                | Valid  |
| Y1.1      | 0.6934         | 0.8595   | 0.7852                      | 0.911                 | Valid  |
| Y1.2      | 0.7231         | 0.8501   | 0.8706                      | 0.89                   | Valid  |
| Y1.3      | 0.6979         | 0.778    | 0.7462                      | 0.854                 | Valid  |
| Y1.4      | 0.662          | 0.9069   | 0.8401                      | 0.88                   | Valid  |
| Y1.5      | 0.6036         | 0.8323   | 0.7609                      | 0.9                    | Valid  |
| Y1.6      | 0.7158         | 0.8673   | 0.7775                      | 0.878                 | Valid  |
| Y2.1      | 0.75           | 0.891    | 0.8784                      | 0.9291                | Valid  |
| Y2.2      | 0.5994         | 0.836    | 0.7434                      | 0.7482                | Valid  |
| Y2.3      | 0.5343         | 0.782    | 0.6843                      | 0.7371                | Valid  |
| Y2.4      | 0.6526         | 0.786    | 0.7416                      | 0.8254                | Valid  |
| Y2.5      | 0.6911         | 0.853    | 0.7717                      | 0.7921                | Valid  |
| Y2.6      | 0.6551         | 0.821    | 0.6926                      | 0.7153                | Valid  |

Source: Primary Data Processed (2020)

size f2, validating the overall structural model with the Goodness of Fit Index (GoF), as well as conducting predictive relevance (Q2) testing.

4.4. Evaluating the Path Coefficient Value
To evaluate the path coefficient value, based on the results of calculations using the calculate SmartPLS version 3.0 bootstrapping, the path coefficient results are obtained which describe the strength of the relationship or influence between constructs/variables as shown in Table 6.

Table 6 shows that in group 1 the pathway that has the greatest influence is the Organizational Culture pathway to Work Satisfaction, while the pathway that has the least effect is the...
Table 5: Result of discriminant validity group 3 testing

| Indicator | Leadership (X1) | OCBE (Y2) | Organizational Culture (X2) | Work Satisfaction (Y1) | Result |
|-----------|-----------------|-----------|-----------------------------|------------------------|--------|
| X1.1      | 0.838           | 0.6207    | 0.5882                      | 0.6234                 | Valid  |
| X1.2      | 0.874           | 0.7285    | 0.6945                      | 0.7126                 | Valid  |
| X1.3      | 0.87            | 0.7206    | 0.7554                      | 0.7093                 | Valid  |
| X1.4      | 0.914           | 0.7145    | 0.7774                      | 0.7027                 | Valid  |
| X1.5      | 0.804           | 0.6461    | 0.5584                      | 0.5852                 | Valid  |
| X1.6      | 0.779           | 0.5998    | 0.6476                      | 0.609                  | Valid  |
| X2.1      | 0.6889          | 0.8093    | 0.889                       | 0.7929                 | Valid  |
| X2.2      | 0.6545          | 0.7328    | 0.852                       | 0.7733                 | Valid  |
| X2.3      | 0.7541          | 0.8957    | 0.935                       | 0.9099                 | Valid  |
| X2.4      | 0.7109          | 0.8034    | 0.892                       | 0.8011                 | Valid  |
| X2.5      | 0.6931          | 0.7702    | 0.898                       | 0.8                      | Valid  |
| X2.6      | 0.5511          | 0.7573    | 0.816                       | 0.7531                 | Valid  |
| X2.7      | 0.8017          | 0.9072    | 0.929                       | 0.9041                 | Valid  |
| Y1.1      | 0.6833          | 0.8536    | 0.7913                      | 0.907                  | Valid  |
| Y1.2      | 0.788           | 0.9253    | 0.9533                      | 0.943                  | Valid  |
| Y1.3      | 0.6786          | 0.9046    | 0.8628                      | 0.922                  | Valid  |
| Y1.4      | 0.6588          | 0.8857    | 0.8447                      | 0.936                  | Valid  |
| Y1.5      | 0.7093          | 0.8526    | 0.8101                      | 0.936                  | Valid  |
| Y1.6      | 0.7596          | 0.8293    | 0.8179                      | 0.896                  | Valid  |
| Y2.1      | 0.486           | 0.752     | 0.658                       | 0.704                  | Valid  |
| Y2.2      | 0.586           | 0.912     | 0.701                       | 0.721                  | Valid  |
| Y2.3      | 0.354           | 0.668     | 0.528                       | 0.705                  | Valid  |
| Y2.4      | 0.566           | 0.681     | 0.678                       | 0.772                  | Valid  |
| Y2.5      | 0.569           | 0.856     | 0.676                       | 0.722                  | Valid  |
| Y2.6      | 0.587           | 0.805     | 0.601                       | 0.622                  | Valid  |

Source: Primary Data Processed (2020)

Table 6: Path coefficient for Group 1, Group 2 and Group 3

| Relations between variables                  | Group 1                | Group 2                | Group 3                |
|----------------------------------------------|------------------------|------------------------|------------------------|
|                                             | Path coefficient       | Path coefficient       | Path coefficient       |
| Leadership (X1) -> Work Satisfaction (Y1)   | -0.023                 | 0.172                  | 0.135                  |
| Organizational Culture (X2) -> Work Satisfaction (Y1) | 0.871                  | 0.767                  | 0.819                  |
| Leadership (X1) -> OCBE (Y2)                | 0.126                  | 0.065                  | 0.100                  |
| Organizational Culture (X2) -> OCBE (Y2)    | 0.075                  | 0.223                  | 0.168                  |
| Work Satisfaction (Y1) -> OCBE (Y2)         | 0.767                  | 0.709                  | 0.724                  |

Source: Primary data processed (2020)

Leadership pathway to Work Satisfaction. In group 2, the pathway that has the greatest influence is the Organizational Culture pathway to Work Satisfaction, while the pathway that has the least effect is the Leadership path towards OCBE. Whereas in group 3 the pathway that has the greatest influence is the Organizational Culture pathway on Work Satisfaction, while the pathway that has the least effect is the Leadership path towards OCBE. Calculation result of the path coefficient for the Measurement Model (Inner Model) for Groups 1-3 are presented in Figures 1-3.

4.5. Evaluating R2 Value

The value of R2 shows the level of determination of the exogenous variables (internal factors and external factors) to the endogenous variables (entrepreneurial cognition and entrepreneurial interest). The results of R2 calculation can be seen in Table 7.

The provisions regarding R2 are as follows:
1. The R2 value of 0.67 is categorized as strong
2. The R2 value of 0.33 is categorized as moderate
3. The R2 value of 0.19 is categorized as weak.

Table 8 shows that in group 1, the leadership and organizational learning variables have a weak effect at the structural level on OCBE variables, while work satisfaction has a strong influence at the structural level on OCBE. In addition, leadership also has a weak influence at the structural level on the work satisfaction variable, and organizational culture variables have a strong influence on the structural level on the work satisfaction variable. In group 2, the leadership variable has a weak influence at the structural level on the OCBE variable, the organizational culture variable has a moderate effect at the structural level on the OCBE variable, while work satisfaction has a strong influence at the structural level on OCBE.
addition, leadership also has a weak influence at the structural level on the work satisfaction variable, and organizational culture variables have a strong influence on the work satisfaction variable. Whereas, in group 3, the leadership and organizational culture variables had a weak influence at the structural level on OCBE variables, while work satisfaction had a strong influence at the structural level on OCBE. In addition, leadership also has a weak influence at the structural level on the work satisfaction variable, and organizational culture variables have a strong influence on the structural level on the work satisfaction variable.

4.8. Evaluating the Goodness of Fit Index (GoF) and Predictive Relevance (Q2)

The Goodness of Fit Index (GoF) test is to validate the combined performance of the measurement model (outer model) and structural model (inner model). The terms of the GoF category are small GoF = 0.1, medium GoF = 0.25 and large GoF = 0.36. Predictive relevance (Q2) testing is useful for validating the model. If the endogenous latent variable has a predictive relevance (Q2) value >0 (zero), then the exogenous latent variable can be considered capable of predicting its endogenous variable or it can be said that this model is considered to have good predictive relevance. The GoF and Q2 test results can be seen in Table 9.

Table 9 shows that the results of the calculation of the Goodness of Fit Index (GoF) and Predictive Relevance (Q2) for Group 1, Group 2, and Group 3. The GoF and Q2 test results can be seen in Table 9.

4.9. Research Hypothesis Testing Results

In the structural model, nine hypotheses of the relationship between variables (direct effect) are tested.

The complete results of testing the relationship between the research variables are presented in Tables 10 and 11:

4.10. Explanation of Each Hypothesis in Group 1 (Banking)

4.10.1. Hypothesis 1: Leadership affects work satisfaction

Hypothesis testing with the PLS approach results in the path coefficient of the influence of Leadership on Work Satisfaction, which has no significant effect, with a path coefficient of −0.023 with P = 0.824. Because the P > 0.05, there is sufficient empirical evidence to accept H0: which states that leadership has no significant effect on work satisfaction. The dominant dimension influencing is Leader member relations. Employees state that there is good communication between leaders and employees.

4.10.2. Hypothesis 2: Organizational culture affects work satisfaction

Hypothesis testing using the PLS approach resulted in a path coefficient of the influence of Organizational Culture on Work Satisfaction with a significant path coefficient of 0.871 with P = 0.000. Since the P < 0.05, there is sufficient empirical evidence to accept H1: which states that Organizational Culture has a significant effect on Work Satisfaction. The positive coefficient indicates that the higher the Organizational Culture, the higher the Work Satisfaction. In this study, the most influential dimension is related to performance. Employees at work have prioritized quality in completing their work.

4.10.3. Hypothesis 3: Leadership has an effect on OCBE

Hypothesis testing with the PLS approach resulted in the path coefficient of the influence of Leadership on OCBE which had no significant effect with a path coefficient of 0.126 with P = 0.273. Because the P > 0.05, there is sufficient empirical evidence to accept H0: which states that leadership has no significant effect on OCBE. The less influential dimension is the leader’s assertiveness in making decisions.
### Table 10: Research hypothesis testing results (direct effect)

| Hypothesis | Relations between variables | Original sample (O) | Standard deviation (STDEV) | t statistics (O/STDEV)| P values | Information |
|------------|-----------------------------|---------------------|---------------------------|-----------------------|---------|-------------|
| Group 1    |                             |                     |                           |                       |         |             |
| H1         | Leadership (X1) -> Work Satisfaction (Y1) | -0.023              | 0.103                     | 0.223                 | 0.824   | Not significant |
| H2         | Organizational Culture (X2) -> Work Satisfaction (Y1) | 0.871              | 0.069                     | 12.591                | 0.000   | Significant |
| H3         | Leadership (X1) -> OCBE (Y2) | 0.126              | 0.114                     | 1.107                 | 0.273   | Not significant |
| H4         | Organizational Culture (X2) -> OCBE (Y2) | 0.075              | 0.107                     | 0.702                 | 0.486   | Not significant |
| H5         | Work Satisfaction (Y1) -> OCBE (Y2) | 0.767              | 0.112                     | 6.831                 | 0.000   | Significant |
| Group 2    |                             |                     |                           |                       |         |             |
| H1         | Leadership (X1) -> Work Satisfaction (Y1) | 0.172              | 0.110                     | 1.564                 | 0.124   | Not significant |
| H2         | Organizational Culture (X2) -> Work Satisfaction (Y1) | 0.767              | 0.085                     | 9.006                 | 0.000   | Significant |
| H3         | Leadership (X1) -> OCBE (Y2) | 0.065              | 0.070                     | 0.931                 | 0.357   | Not significant |
| H4         | Organizational Culture (X2) -> OCBE (Y2) | 0.223              | 0.075                     | 2.986                 | 0.004   | Significant |
| H5         | Work Satisfaction (Y1) -> OCBE (Y2) | 0.709              | 0.090                     | 7.880                 | 0.000   | Significant |
| Group 3    |                             |                     |                           |                       |         |             |
| H1         | Leadership (X1) -> Work Satisfaction (Y1) | 0.135              | 0.087                     | 1.546                 | 0.128   | Not significant |
| H2         | Organizational Culture (X2) -> Work Satisfaction (Y1) | 0.819              | 0.064                     | 12.882                | 0.000   | Significant |
| H3         | Leadership (X1) -> OCBE (Y2) | 0.100              | 0.074                     | 1.366                 | 0.178   | Not significant |
| H4         | Organizational Culture (X2) -> OCBE (Y2) | 0.168              | 0.118                     | 1.426                 | 0.160   | Not significant |
| H5         | Work Satisfaction (Y1) -> OCBE (Y2) | 0.724              | 0.121                     | 5.974                 | 0.000   | Significant |

P<0.05 = significant at 0.05 level. Source: Primary data processed (2020)

### Table 11: Results of indirect effect testing

| Hypothesis | Relationship | Coefficient | Information | Conclusion |
|------------|--------------|-------------|-------------|------------|
| Group 1    | H6           | Leadership -> Work Satisfaction -> OCBE | -0.0176 | Leadership -> Work Satisfaction (Non Sig.), Work Satisfaction -> OCBE (Sig.) | Not significant |
|            | H7           | Organizational Culture -> Work Satisfaction -> OCBE | 0.668 | Organizational Culture -> Work Satisfaction (Sig.), Work Satisfaction -> OCBE (Sig.) | Significant |
| Group 2    | H6           | Leadership -> Work Satisfaction -> OCBE | 0.122 | Leadership -> Work Satisfaction (Non Sig.), Work Satisfaction -> OCBE (Sig.) | Not significant |
|            | H7           | Organizational Culture -> Work Satisfaction -> OCBE | 0.544 | Organizational Culture -> Work Satisfaction (Sig.), Work Satisfaction -> OCBE (Sig.) | Significant |
| Group 3    | H6           | Leadership -> Work Satisfaction -> OCBE | 0.098 | Leadership -> Work Satisfaction (Non Sig.), Work Satisfaction -> OCBE (Sig.) | Not significant |
|            | H7           | Organizational Culture -> Work Satisfaction -> OCBE | 0.593 | Organizational Culture -> Work Satisfaction (Sig.), Work Satisfaction -> OCBE (Sig.) | Significant |

Source: Primary data processed (2020)

### 4.10.4. Hypothesis 4: Organizational culture affects OCBE
Hypothesis testing using the PLS approach resulted in a path coefficient of the influence of Organizational Culture on OCBE with a significant path coefficient of 0.129 0.075 with a P = 0.486. Because the P > 0.05, there is sufficient empirical evidence to accept H0: which states that Organizational Culture has no significant effect on OCBE. The weak dimension in this study is trust. Employees stated that they were still lacking in developing themselves and their abilities.

### 4.10.5. Hypothesis 5: Work motivation affects OCBE
Hypothesis testing with the PLS approach produces a path coefficient of the effect of Work Motivation on OCBE with a significant effect with a path coefficient of 0.767 with P = 0.000. Since the P < 0.05, there is sufficient empirical evidence to accept H1: which states that Work Motivation has a significant effect on OCBE. The positive coefficient indicates that the higher the Work Motivation, the higher the OCBE. Employees state that they have carried out Eco Initiatives, for example by turning off electricity when not needed.

### 4.10.6. Hypothesis 6: Leadership affects OCBE through work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Leadership on OCBE through Work Satisfaction, which has no significant effect with a path coefficient of ~0.0176. Since the two direct influences that form the indirect effect are one of which is insignificant, namely the influence of Leadership on Work Satisfaction, there is sufficient empirical evidence to accept H0: which states that Leadership has an effect on OCBE without going through Work Satisfaction. So that the Work Satisfaction variable is not a mediating variable in the relationship between Leadership and OCBE. Thus the H1 hypothesis in this study which states that “Leadership has a positive and significant
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Organizational Culture on OCBE through Work Satisfaction with a significant effect with a path coefficient of 0.668. Since the two direct influences that form are significant, there is sufficient empirical evidence to accept H1: which states that Organizational Culture has a positive and significant effect on OCBE through Work Satisfaction. The positive coefficient indicates that the higher the Organizational Culture, the higher the OCBE through the increase in the Work Satisfaction pathway. The Work Satisfaction variable is a perfect mediation variable in the relationship between Organizational Culture and OCBE, because the coefficient of direct influence between Organizational Culture on OCBE is not significant. Perfect mediation means that the Organizational Culture variable does not explain the diversity of the OCBE variable, but the Work Satisfaction variable which explains the diversity of OCBE variables in the relationship between Organizational Culture and OCBE.

Thus the H1 hypothesis in this study which states that “Organizational Culture has a positive and significant effect on OCBE through Work Satisfaction” is accepted. This study proves that there is harmony in the work relationship between employees and management.

4.11. Explanation of each Hypothesis in Group 2 (Pension Fund Institutions)

4.11.1. Hypothesis 1: Leadership affects work satisfaction
Hypothesis testing with the PLS approach results in the path coefficient of the influence of Leadership on Work Satisfaction...
4.11.2. Hypothesis 2: Organizational culture affects work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Organizational Culture on Work Satisfaction with a significant effect with a path coefficient of 0.767 with a $P = 0.000$. Since the $P < 0.05$, there is sufficient empirical evidence to accept $H_2$: which states that Organizational Culture has a significant effect on Work Satisfaction. The positive coefficient indicates that the higher the Organizational Culture, the higher the Work Satisfaction. Based on the research, it was proven that the employees were active in completing their work and did not always depend on the leadership.

4.11.3. Hypothesis 3: Leadership has an effect on OCBE
Hypothesis testing with the PLS approach resulted in a path coefficient of the influence of Leadership on OCBE which had no significant effect with a path coefficient of 0.065 with $P = 0.357$. Because the $P > 0.05$, there is sufficient empirical evidence to accept $H_0$: which states that leadership has no significant effect on OCBE.

The less influential dimension related to leadership is related to Leader member relations. Where employees feel a lack of communication between leaders and employees.

4.11.4. Hypothesis 4: Organizational culture affects OCBE
Hypothesis testing with the PLS approach resulted in a path coefficient of the influence of Organizational Culture on OCBE with a significant path coefficient of 0.223 with $P = 0.004$. Because the $P < 0.05$, there is sufficient empirical evidence to accept $H_4$: which states that Organizational Culture has a significant effect on OCBE. The positive coefficient indicates that the higher the Organizational Culture, the higher the OCBE. The research dimension that needs to be improved for organizational culture is personality, that is, each employee is expected to respect each other’s differences of opinion.

4.11.5. Hypothesis 5: Work motivation affects OCBE
Hypothesis testing with the PLS approach results in a path coefficient of the effect of Work Motivation on OCBE with a significant path coefficient of 0.709 with $P = 0.000$. Since the $P < 0.05$, there is sufficient empirical evidence to accept $H_5$: which states that Work Motivation has a significant effect on OCBE. The positive coefficient indicates that the higher the Work Motivation, the higher the OCBE. OCBE dimensions that need improvement related to Eco Civic Engagement. Employees stated that they were not up to date regarding information about the environment carried out by the organization.

4.11.6. Hypothesis 6: Leadership affects OCBE through work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Leadership on OCBE through Work Satisfaction, which has no significant effect with a path coefficient of 0.122. Since the two direct influences that form the indirect effect are one of which is insignificant, namely the influence of Leadership on Work Satisfaction, there is sufficient empirical evidence to accept $H_0$: which states that Leadership has an effect on OCBE without going through Work Satisfaction. So that the Work Satisfaction variable is not a mediating variable in the relationship between Leadership and OCBE. Thus, the hypothesis $H_6$ in this study which states that “Leadership has a positive and significant effect on OCBE through Work Satisfaction” is rejected. The dimension that is less influential regarding job satisfaction is the existence of job protection.

4.11.7. Hypothesis 7: Organizational culture affects OCBE through work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Organizational Cuture on OCBE
through Work Satisfaction with a significant effect with a path coefficient of 0.544. Since the two direct effects that form are significant, there is sufficient empirical evidence to accept H7: which states that Organizational Culture has a positive and significant effect on OCBE through Work Satisfaction. The positive coefficient indicates that the higher the Organizational Culture, the higher the OCBE through the increase in the Work Satisfaction pathway. The Work Satisfaction variable is a partially mediating variable in the relationship between Organizational Culture and OCBE, because the direct influence coefficient between Organizational Culture on OCBE is smaller than the indirect effect coefficient. Partial mediation means that the Work Satisfaction variable plays a role in strengthening the relationship between Organizational Culture Variables and OCBE. Thus the hypothesis H7 in this study which states that “Organizational Culture has a positive and significant effect on OCBE through Work Satisfaction” is accepted. The results of this study prove that there is harmony in the interaction between superiors and superiors.

4.12. Explanation of Each Hypothesis in Group 3 (Insurance)

4.12.1. Hypothesis 1: Leadership affects work satisfaction
Hypothesis testing with the PLS approach results in the path coefficient of the influence of Leadership on Work Satisfaction with no significant effect, with a path coefficient of 0.135 with \( P = 0.128 \). Because the \( P > 0.05 \), there is sufficient empirical evidence to accept H0: which states that leadership has no significant effect on work satisfaction. According to employee statements, leaders are still not firm in making decisions. This is what makes employees dissatisfied.

4.12.2. Hypothesis 2: Organizational culture affects work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Organizational Culture on Work Satisfaction with a significant path coefficient of 0.819 with \( P = 0.000 \). Since the \( P < 0.05 \), there is sufficient empirical evidence to accept H2: which states that Organizational Culture has a significant effect on Work Satisfaction. The positive coefficient indicates that the higher the Organizational Culture, the higher the Work Satisfaction. Research shows that employees are more active in completing their work.

4.12.3. Hypothesis 3: Leadership has an effect on OCBE
Hypothesis testing using the PLS approach results in the path coefficient of the influence of Leadership on OCBE which has no significant effect with a path coefficient of 0.1 with \( P = 0.178 \). Because the \( P > 0.05 \), there is sufficient empirical evidence to accept H0: which states that leadership has no significant effect on OCBE.

4.12.4. Hypothesis 4: Organizational culture affects OCBE
Hypothesis testing with the PLS approach resulted in a path coefficient of the influence of Organizational Culture on OCBE with a significant path coefficient of 0.168 with \( P = 0.16 \). Because the \( P > 0.05 \), there is sufficient empirical evidence to accept H0: which states that Organizational Culture has no significant effect on OCBE. This study proves that there is still a lack of respect for differences of opinion in organizations.

4.12.5. Hypothesis 5: Work motivation affects OCBE
Hypothesis testing with the PLS approach resulted in a path coefficient of the effect of Work Motivation on OCBE with a significant effect with a path coefficient of 0.724 with \( P = 0.000 \). Since the \( P < 0.05 \), there is sufficient empirical evidence to accept H5: which states that Work Motivation has a significant effect on OCBE. The positive coefficient indicates that the higher the Work Motivation, the higher the OCBE. In work motivation, the most influencing dimension is the member dimension, full of initiative and aggressiveness, that is, employees are more active in completing their tasks.

4.12.6. Hypothesis 6: Leadership affects OCBE through work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Leadership on OCBE through Work Satisfaction, which has no significant effect with a path coefficient of 0.098. Since the two direct influences that form the indirect effect are one of which is insignificant, namely the influence of Leadership on Work Satisfaction, there is sufficient empirical evidence to accept H0: which states that Leadership has an effect on OCBE without going through Work Satisfaction. So that the Work Satisfaction variable is not a mediating variable in the relationship between Leadership and OCBE. Thus the H1 hypothesis in this study which states that “Leadership has a positive and significant effect on OCBE through Work Satisfaction” is rejected. Employees stated that the protection of work at their company was still not optimal.

4.12.7. Hypothesis 7: Organizational culture affects OCBE through work satisfaction
Hypothesis testing with the PLS approach produces a path coefficient of the influence of Organizational Culture on OCBE through Work Satisfaction with a significant effect with a path coefficient of 0.593. Since the two direct effects that form are significant, there is sufficient empirical evidence to accept H7: which states that Organizational Culture has a positive and significant effect on OCBE through Work Satisfaction. The positive coefficient indicates that the higher the Organizational Culture, the higher the OCBE through the increase in the Work Satisfaction pathway. The Work Satisfaction variable is a perfect mediation variable in the relationship between Organizational Culture and OCBE, because the coefficient of direct influence between Organizational Culture on OCBE is not significant. Perfect mediation means that the Organizational Culture variable does not explain the diversity of the OCBE variable, but the Work Satisfaction variable which explains the diversity of OCBE variables in the relationship between Organizational Culture and OCBE. Thus the H1 hypothesis in this study which states that “Organizational Culture has a positive and significant effect on OCBE through Work Satisfaction” is accepted.

5. CONCLUSIONS AND SUGGESTIONS

This research proves
1. Leadership has no effect on Work Satisfaction in all groups
2. Organizational Culture affects Work Satisfaction in all groups
3. Leadership has no effect on OCBE in all groups
4. Organizational Culture affects OCBE in group 2 and vice versa in groups 1 and 3
5. Work Satisfaction affects OCBE in all groups
6. Leadership has no effect on OCBE through Work Satisfaction in all groups
7. Organizational Culture influences OCBE through Work Satisfaction in all groups

Suggestions for organizations are:
1. To improve the leadership abilities of employees, organizations can conduct Leadership training.
2. In order to improve employee competence, management can conduct training related to employee soft skills and hard skills.
3. Organizations can improve the work protection system for their employees, for example related to work contracts and employee occupational safety and health.
4. Organizations can improve information systems and update information about the environment.
5. For future researchers, it is hoped that they can develop a research framework and examine other variables related to Organizational Citizenship Behavior for the Environment (OCBE).

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