



DIJEMSS:
**Dinasti International Journal of Education
Management and Social Science**

E-ISSN: 2686-6331
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ dinasti.info@gmail.com ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i5>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Green Human Resource Management Implementation on Organizational Citizenship Behavior for the Environment Mediated by Enablers of Green Organizational Culture in Private Banks Region 1

Sandy Hani Eka Putra¹

¹Atma Jaya Catholic University, Jakarta, Indonesia, sandyhaniekaputra@gmail.com

Corresponding Author: sandyhaniekaputra@gmail.com¹

Abstract: This study aims to analyze the influence of the role of Green Human Resource Management (GHRM) on Organizational Culture Towards Green Behavior Environment (OCBE), mediated by Enablers of Green Organizational Culture (GOC) in Regional 1 Private Bank. This research uses a quantitative method. The population in this study consists of all employees at PT. Regional 1 Private Bank, totaling 450 people. The sample size is determined by using the Slovin formula with a margin of error of 5% and a confidence level of 95%, resulting in 212 employees as research respondents. The sampling technique employed is purposive sampling, and the data is collected through an online questionnaire. The analysis method employed is the Structural Equation Modeling (SEM). The study's results indicate that Green Human Resource Management has a direct effect on Enablers of Green Organizational Culture (Leadership Emphasis, Message Credibility, Peer Involvement, Employee Empowerment) and Organizational Citizenship Behavior Towards The Environment. Enablers of Green Organizational Culture (Leadership Emphasis, Message Credibility, Peer Involvement, Employee Empowerment) have a direct effect on Organizational Citizenship Behavior Towards The Environment. Enablers of Green Organizational Culture (Leadership Emphasis, Message Credibility, Peer Involvement, Employee Empowerment) positively mediate the relationship between Green Human Resource Management and Organizational Culture Towards Green Behavior Environment at Regional Private Bank 1.

Keywords: Leadership Emphasis, Message Credibility, Peer Involvement, Employee Empowerment, Green Human Resource Management, Green Organizational Culture, Organizational Culture Towards Green Behavior Environment.

INTRODUCTION

PT Bank Swasta Region 1 is one of the ten largest banks in Indonesia in terms of assets and is listed on the Indonesia Stock Exchange. The bank offers a wide range of banking products and services designed to support individuals or corporations in achieving growth and business success. PT Bank Swasta Region 1 also recognized as one of the banks committed to

implementing environmental sustainability practices through policies that ensure its business operations are conducted without causing harm to the environment.

Bank Swasta Region 1 strives to cultivate an environmentally friendly organizational culture and integrate it into its operational activities as a measure to protect the environment and reduce its carbon footprint. One of the initiatives includes minimizing the use of materials that support banking operations, such as paper and office supplies. The total material usage, as reported in the Sustainability Report, is presented in the following table:

Deskripsi Description	Satuan Unit	2022	2021	Penghematan Savings
				(%) Penurunan (%) Reduction
Penggunaan Energi di 12 Cabang/Kantor Utama Energy Consumption at Branches/Head Office	kWh	16.577.562	16.745.124	1%
	GJ	59.679	60.282,45	1%
Jumlah Pendapatan Total Income	Dalam Triliun Rupiah In Trillion Rupiah	10.6	9.8	-
Intensitas Energi Energy Intensity	GJ/Triliun GJ/Trillion	5,63	6,15	8%

Figure 1. Material Usage Data

As shown from the previous table, it can be observed that the use of paper and refillable drinking water has decreased compared to the previous year, whereas the consumption of office supplies and printer cartridges has increased. This indicates that efforts to optimize material usage have not yet been fully effective. In addition to material usage, PT Bank Swasta Region 1 also seeks to reduce energy consumption in its business operations. The following table presents the bank’s energy usage data:

Tabel Penggunaan Material | Materials Consumption

Material	Satuan Unit	2022	2021	2020
Kertas (Kantor Pusat dan Jabotabek) Paper (Head Office and Jabotabek)	Ton Tons	48,52	48,94	49,58
ATK (Kantor Pusat dan Jabotabek) Stationeries (Head Office and Jabotabek)	Rupiah	195.485.606	191.338.395	334.374.905
Air Minum Isi Ulang (nasional) Refillable Drinking Water (nationwide)	Liter Litre	1.665.350	1.729.076	2.175.386
Catridge printer (nasional) Printer cartridge (nationwide)	pcs	2.654	2.518	2.728

Figure 2. Total Energy Usage

Information from the previous table explains that energy consumption decreased by 1% compared to the previous year, while energy intensity declined by 8% over the same period. Although these figures indicate a downward trend, the reductions remain below the targeted levels. This suggests significant potential for further optimization of energy utilization.

As a financial institution, PT Bank Swasta Region 1 is committed to mitigating its environmental impact through systematic controls that monitor and manage risks to prevent accidents, occupational illnesses, and ecological damage. Current performance data indicate that existing environmental policies require enhancement to achieve improvements that are more substantial. This can be addressed through the adoption of Green Human Resource Management (GHRM) practices.

Green Human Resource Management (GHRM), which encompasses practices such as Green Hiring & Selection, Green Training and Development, and Green Performance Management, can assist organizations in fostering a green culture and enhancing their Environmental Performance (EP). Organizations can ensure they have the right personnel to drive sustainability initiatives by attracting and recruiting environmentally conscious individuals with the necessary skills and expertise. Furthermore, by providing continuous

training and development, organizations can improve employees' knowledge and competencies, leading to more effective implementation of green practices.

Developing employees' green abilities involves integrating positive environmental thinking into the organization through human resource (HR) activities such as recruitment, selection, training, and leadership development (Pellegrini, Rizzi, & Frey, 2018; Roscoe et al., 2019). Accordingly, prior research conducted by Anwar et al. (2020) has examined the direct relationship between Green Human Resource Management (GHRM) and Organizational Culture towards Green Behavior Environment (OCBE) within the workplace context.

Research on Organizational Citizenship Behavior Towards the Environment (OCBE) and its influencing factors has been extensively conducted by previous scholars. However, inconsistencies in research findings have led to the emergence of “research gaps”. These gaps provide opportunities for further studies to be conducted on similar themes by future researchers.

Based on the reasons above, the purpose of this study is to see how organizations can build collective awareness of Organisational Citizenship Behaviour Towards The Environment (OCBE) from GHRM mediated by GOC. This study also examines how each of the GOC Leadership Emphasis (LE), Message Credibility (MC), Peer Involvement (PI) & Employee Empowerment (EE) leads to the development of Sustainable Organisational Ethics (OCBE) at the organisational level of analysis.

RELATIONSHIP BETWEEN VARIABLES

Green Human Resource Management exerts a significant impact on Organizational Citizenship Behavior Towards the Environment.

Green HRM is a critical factor that enables employees to act in accordance with environmentally friendly principles. This aligns with the view of Chen & Wu (2022), who assert that Green HRM refers to a workforce that understands, values, and practices eco-friendly initiatives while maintaining sustainability objectives across all human resource processes, including recruitment, training, talent management, compensation, and utilization. This is further supported by the findings of Ogalo et al. (2020), who confirmed the importance of environmentally conscious human resource management practices in enhancing Organizational Citizenship Behavior Towards the Environment.

Based on the description above, the following research hypothesis can be proposed:

H1. Green Human Resource Management exerts a significant impact on Organizational Citizenship Behavior Towards the Environment.

Green Human Resource Management exerts a significant impact on Leadership Emphasis

Human resource managers are responsible for recruiting environmentally conscious employees and promoting these individuals to leadership positions (Egri & Herman, 2000; Roscoe et al., 2019). By doing so, organizations can ensure that environmental issues are prioritized and effectively addressed at all organizational levels.

Based on the description above, the following research hypothesis can be proposed:

H2. Green Human Resource Management exerts a significant impact on Leadership Emphasis

Green Human Resource Management exerts a significant impact on Message Credibility

The concept of Green Human Resource Management (GHRM) focuses on transforming ordinary employees into environmentally oriented individuals. GHRM-related content must be communicated to all employees. The training phase serves as an ideal opportunity for HR managers to deliver pro-environmental information (Renwick et al., 2013; Muisyo et al., 2022).

Based on the description above, the following research hypothesis can be proposed:

H3. Green Human Resource Management exerts a significant impact on Message Credibility.

Green Human Resource Management exerts a significant impact on Peer Involvement

The company is an ideal place for all members of the company to actively participate and be directly involved in various activities related to environmental issues. HR can foster a culture of peer involvement in environmental activities through training and reward systems. (Pellegrini et al., 2018; Roscoe et al., 2019).

Based on the description above, the following research hypothesis can be proposed:

H4. Green Human Resource Management exerts a significant impact on Peer Involvement.

Green Human Resource Management exerts a significant impact on Employee Empowerment

Green HRM is an HR approach that carries an environmentally friendly concept. This is achieved by implementing HR policies that encourage active employee participation. The symbolism of environmental management and protection in an environmentally friendly culture or green organizational culture shapes the perceptions and behaviors of organizational members (Umrani et al. 2016). Based on the description above, the following research hypothesis can be proposed:

H5. Green Human Resource Management exerts a significant impact on Employee Empowerment

Leadership Emphasis exerts a significant impact on Organisational Citizenship Behaviour towards the Environment

When an organization adopts a proactive approach to environmental issues (leadership emphasis), its employees are more likely to understand environmental issues, enhance their ability to generate environmental solutions such as waste recycling, and engage with stakeholders (Jabbour, 2011; Muisyo et al., 2022). Employees become more aware and better informed about environmental issues when their leadership proactively addresses these environmental concerns. Based on the description above, the following research hypothesis can be proposed:

H6. Leadership Emphasis exerts a significant impact on Organisational Citizenship Behaviour towards the Environment.

Message Credibility exerts a significant impact on Organisational Citizenship Behaviour towards the Environment

Organizations that prioritize the practice of Organizational Citizenship Behavior for the Environment tend to produce more purpose-driven work, accompanied by efforts to promote environmentally conscious initiatives within the community. This can be effectively conveyed through credible messaging. The messages communicated must be consistent, easy to understand, and engaging for employees, and should be delivered by trustworthy sources (Srinivasan & Kurey, 2014; Muisyo et al., 2022). Based on the description above, the following research hypothesis can be proposed:

H7. Message Credibility exerts a significant impact on Organisational Citizenship Behaviour towards the Environment.

Peer Involvement exerts a significant impact on Organisational Citizenship Behaviour towards the Environment

An organic organizational culture enables companies to utilize human resources effectively while simultaneously reducing pollution and conducting activities in a sustainable manner. Within such organizations, members actively participate and engage in initiatives

focused on environmental issues (Jabbour, 2011; Muisyo et al., 2022). Based on the description above, the following research hypothesis can be proposed:

H8. Peer Involvement exerts a significant impact on Organisational Citizenship Behaviour towards the Environment.

Employee Empowerment exerts a significant impact on Organisational Citizenship Behaviour towards the Environment

According to Boiral and Paille (2012), Organizational Citizenship Behavior for the Environment is a behavior, which considered as an important contributor to the sustainability of the organization's environment as well as a part of the organization. The enhanced skills and awareness among employees that resulted from green recruitment and training will empower them to address the environmental issues, which then develop a green organizational culture. (Daily et al., 2012; P.K Muisyo et al., 2022).

Based on the description above, the following research hypothesis can be proposed:

H9. Employee Empowerment exerts a significant impact on Organisational Citizenship Behaviour towards the Environment.

Leadership Emphasis mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment

Pro-environmental leadership attitudes refer to prioritizing environmental concerns within leadership practices, wherein leaders model environmentally responsible behavior in their daily work and evaluate employees based on Environmental Performance (EP) (Bowen, 2000; Roscoe et al., 2019). This is in line with the study conducted by Al-Alawneh, Othman, and Zaid (2023), which found that leadership emphasis mediates the relationship between Green HRM and Organizational Citizenship Behavior Towards the Environment.

Based on the description above, the following research hypothesis can be proposed:

H10. Leadership Emphasis mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment.

Messege Credibility mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment

Message credibility plays a vital role in supporting Green HRM, as the impact and effectiveness of any message largely depend on its credibility (Sharma & Toor, 2022). This is consistent with the findings of Sharma & Toor (2022) and Muisyo et al. (2021), who stated that message credibility mediates the relationship between Green HRM and Organizational Citizenship Behavior Towards the Environment

Based on the description above, the following research hypothesis can be proposed:

H11. Messege Credibility mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment.

Peer Involvement mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment

Saifulina et al. (2020) stated that peer involvement could be categorized as a form of individual "pro-environmental". The peer involvement exhibited by employees is expected to mediate the relationship between Green HRM and Organizational Citizenship Behavior Towards the Environment (OCBE). This aligns with the findings of Sharma & Toor (2022) and Muisyo et al. (2021), who asserted that peer involvement mediates the relationship between Green HRM and Organisational Citizenship Behaviour towards the Environment. Based on the description above, the following research hypothesis can be proposed:

H12. Peer Involvement mediates the relationship between Green Human Resource

Management and Organisational Citizenship Behaviour towards the Environment

Employee Empowerment mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment

High levels of employee empowerment within an organization are expected to enhance the handling of environmental issues in the workplace. This aligns with the findings of Tariq et al. (2016), who reviewed previous studies on employee empowerment and concluded that there is a potential mediating effect of employee empowerment on employees' motivation to adopt Green HR practices. Similarly, Sharma & Toor (2022) and Muisyo et al. (2021) found that employee empowerment mediates the relationship between Green HRM and Organizational Citizenship Behavior Towards the Environment.

Based on the description above, the following research hypothesis can be proposed:
H13. Employee Empowerment mediates the relationship between Green Human Resource Management and Organisational Citizenship Behaviour towards the Environment.

RESEARCH MODEL

Based on the description above, the research model tested in this study can be described as below.

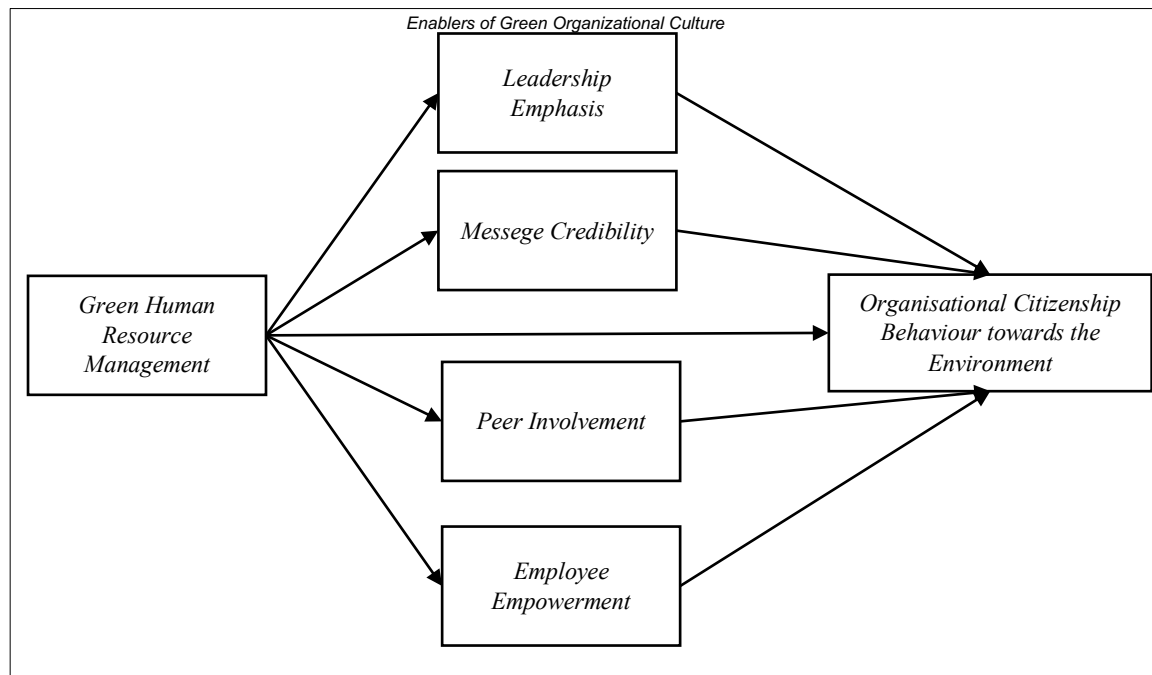


Figure 3. Conceptual Model

METHOD

The research method employed in this study is a quantitative method with an associative approach, as the study aims to provide precise measurements of variables (Cooper & Schindler, 2015: 146). Primary data collection was conducted through an online survey questionnaire. The population of this study comprises all employees at PT Bank Swasta Region 1, totaling 450 individuals. The sample size was determined using Slovin's formula (Riduwan, 2015) with a 5% margin of error and a 95% confidence level, resulting in 212 respondents. The sampling technique used is probability sampling, specifically purposive sampling. Through this technique, the researcher selected representatives from the population based on predetermined criteria, namely permanent employees of PT Bank Swasta Region 1. The analytical method used is Structural Equation Modeling (SEM), with the analysis technique being Partial Least

Squares (PLS), and SmartPLS software was utilized to test the hypotheses.

RESULT AND DISCUSSION

Pre-test Result

Pre-test was conducted to assess the reliability and validity of the variables prior to distributing the questionnaire to a larger sample. The pre-test involved 30 respondents. Based on the critical value of the r-table for a sample size of 30, the minimum acceptable correlation coefficient was 0.361. Within the Green Human Resource Management variable, items GHRM1, GHRM9, and GHRM13 scored below 0.361, indicating that these items are invalid. Likewise, within the Organizational Citizenship Behavior for the Environment variable, item OCBE3 scored below 0.361, meaning that this item is also considered invalid. The results of the pre-test are presented in the following table:

Table 1. Indicator Changes Result

Variabel	Kode Awal	Kode Akhir	Variabel	Kode Awal	Kode Akhir
<i>Green Human Resources Management (GHRM)</i>	GHRM1	X	<i>Messege Credibility (MC)</i>	MC1	MC1
	GHRM2	GHRM1		MC2	MC2
	GHRM3	GHRM2		MC3	MC3
	GHRM4	GHRM3		MC4	MC4
	GHRM5	GHRM4		MC5	MC5
	GHRM6	GHRM5	<i>Peer Involvement (PI)</i>	PI1	PI1
	GHRM7	GHRM6		PI2	PI2
	GHRM8	GHRM7		PI3	PI3
	GHRM9	X		PI4	PI4
	GHRM10	GHRM8		PI5	PI5
	GHRM11	GHRM9	<i>Employee Empowerment (EE)</i>	EE1	EE1
	GHRM12	GHRM10		EE2	EE2
	GHRM13	X		EE3	EE3
	GHRM14	GHRM11		EE4	EE4
	GHRM15	GHRM12		EE5	EE5
<i>Leadership Emphasis (LE)</i>	LE1	LE1	<i>Organisational Citizenship Behaviour towards the Environment (OCBE)</i>	OCBE1	OCBE1
	LE2	LE2		OCBE2	OCBE2
	LE3	LE3		OCBE3	X
	LE4	LE4		OCBE4	OCBE3
	LE5	LE5		OCBE5	OCBE4
				OCBE6	OCBE5

Outer Model Evaluation

Convergent Validity

Convergent validity is being tested by using the outer loading or loading factor values. Indicators are considered to meet the criteria for good convergent validity if they have an outer loading value > 0.7.

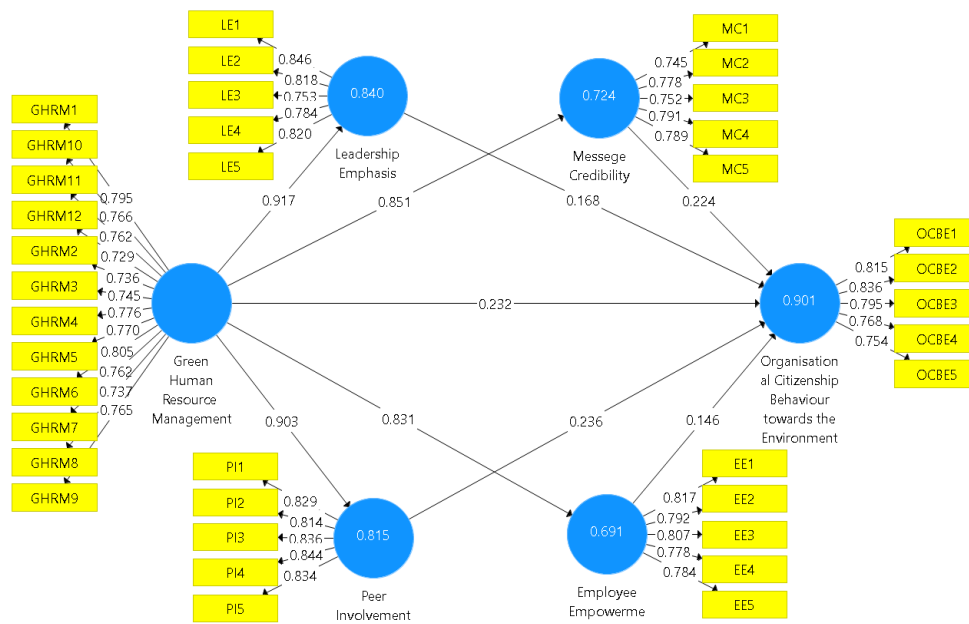


Figure 4. Outer Model

As indicated by the outer loading values, it was found that all indicators of the research variables had outer loading values > 0,6. This is in accordance with Chin opinion, as cited by Ghazali (2018:39), outer loading values between 0.5 and 0.6 are considered “acceptable” to meet the requirements of convergent validity. The data indicate that none of the variable indicators had outer loading values below 0.6, thus all indicators are deemed appropriate and valid for use in the study and can be utilized for further analysis.

Based on the outer model diagram presented in Figure 4 above, it can be explained that the dominant path coefficient is observed in the relationship between Green Human Resource Management and Leadership Emphasis, with a coefficient value of 0,917. The second-highest path coefficient is shown in the relationship between Green Human Resource Management and Peer Involvement, with a value of 0.903. Meanwhile, the smallest path coefficient is found in the relationship between Employee Empowerment and Organizational Citizenship Behavior Towards the Environment, with a value of 0,146.

Discriminant Validity

This section presents the results of the discriminant validity test. Discriminant validity was assessed by examining the Average Variance Extracted (AVE) values for each construct, where a value > 0,5 is required for a model to be considered acceptable. The results of the discriminant validity test are presented below:

Table 2. Average Variant Extracted (AVE)

Variable	AVE	Validity
Green human resource management	0,582	Valid
Leadership emphasis	0,648	Valid
Message credibility	0,595	Valid
Peer involvement	0,691	Valid
Employee empowerment	0,633	Valid
Organizational citizenship behaviour towards the environment	0,631	Valid

Source: SmartPLS Program Results, 2024

As explained from the previous table 2, it can be observed that the AVE values for the variables Green Human Resource Management, Leadership Emphasis, Message Credibility, Peer Involvement, Employee Empowerment, and Organizational Citizenship Behavior Towards the Environment are $> 0,5$. Therefore, it can be concluded that each variable has demonstrated good discriminant validity.

Composite Reliability

Composite Reliability is used to assess the reliability of the indicators for each construct. A construct is considered to meet the criteria for composite reliability if it has a composite reliability value of >0.7 . The composite reliability values for each research variable are presented below:

Table 3. *Composite Reliability*

Variable	Composite Reliability	Reliability
<i>Green human resource management</i>	0,943	Reliabel
<i>Leadership emphasis</i>	0,902	Reliabel
<i>Message credibility</i>	0,880	Reliabel
<i>Peer involvement</i>	0,918	Reliabel
<i>Employee empowerment</i>	0,896	Reliabel
<i>Organizational citizenship behaviour towards the environment</i>	0,895	Reliabel

Source: SmartPLS Program Results, 2024

As explained from the previous table 3, it can be seen that the composite reliability values for all research variables are >0.7 . This result indicates that each variable meets the composite reliability criteria, and therefore, it can be concluded that all variables are reliable with a high level of internal consistency.

Cronbach Alpha

The reliability test using composite reliability can be further supported by Cronbach's Alpha values. A construct is considered reliable or meets the Cronbach's Alpha criteria if it has a value of >0.7 . The Cronbach's Alpha values for each variable are presented below:

Table 4. *Cronbach Alpha*

Variable	Cronbach Alpha	Reliability
<i>Green human resource management</i>	0,935	Reliabel
<i>Leadership emphasis</i>	0,863	Reliabel
<i>Message credibility</i>	0,829	Reliabel
<i>Peer involvement</i>	0,888	Reliabel
<i>Employee empowerment</i>	0,855	Reliabel
<i>Organizational citizenship behaviour towards the environment</i>	0,853	Reliabel

Source: SmartPLS Program Results, 2024

As explained from the previous table 4, it can be observed that the Cronbach's Alpha values for each research variable are $>0,7$. This result indicates that all variables meet the reliability threshold for Cronbach's Alpha, thereby confirming that all variables in this study possess a high level of reliability.

Inner Model Evaluation

Hypothesis testing was conducted based on the results of the Inner Model (structural model) analysis, which includes the output of R-squared, path coefficients, and t-statistics. To determine whether a hypothesis is accepted or rejected, the significance values between constructs, t-statistics, and p-values must be examined. These values can be observed from the

bootstrapping results. The rules of thumb used in this study are: t-statistic > 1.96, with a significance level of p-value < 0.05 (5%), and a positive beta coefficient. The bootstrapping results of the research model are presented as follows:

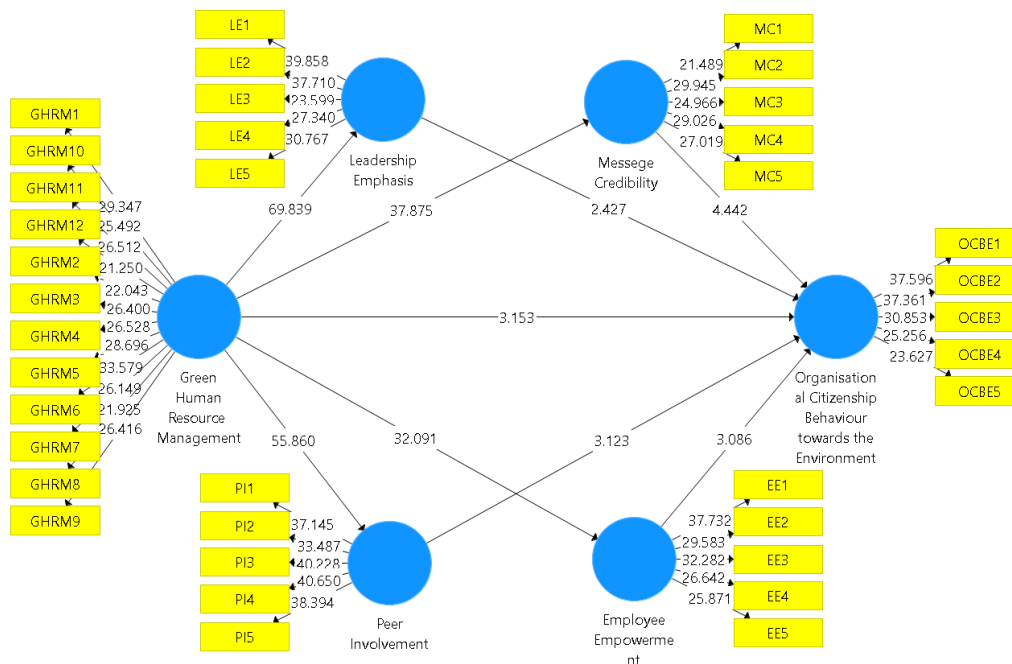


Figure 5. Inner Model

Path Coefficient

The evaluation of path coefficients is used to indicate the strength of the effect or influence of independent variables on the dependent variable. Meanwhile, the coefficient of determination (R-Square) is used to measure how much endogenous variables are influenced by other variables.

Based on the inner model schematic presented in Figure 5 above, it can be explained that Green Human Resource Management towards Leadership Emphasis shows the highest t-statistic value, with a value of 69.839. The second largest effect is the influence of Green Human Resource Management on Peer Involvement, with a value of 55.860. The smallest effect is shown by Leadership Emphasis on Organizational Citizenship Behavior towards the Environment, with a value of 2.427.

The above explanation shows that the independent variables in this model, when related to Organizational Citizenship Behavior towards the Environment, have positive path coefficient values. This indicates that the larger the path coefficient value of one independent variable towards Organizational Citizenship Behavior towards the Environment, the stronger the influence between the independent variable and the dependent variable (Organizational Citizenship Behavior towards the Environment).

Goodness of Fit

Table 5. R-Square Values

Variable	R-Square Values
Leadership emphasis	0,840
Message credibility	0,724
Peer involvement	0,815
Employee empowerment	0,691
Organizational citizenship behaviour towards the environment	0,901

Source: SmartPLS Program Results, 2024

As explained from the previous table 5, it can be observed that the R-Square value for the Leadership Emphasis variable is 0,840. This value indicates that Leadership Emphasis can be influenced by the Green Human Resource Management variable by 84%, while the remaining 16% can be influenced by other variables not examined in this study. The R-Square value for Message Credibility is 0,724. This indicates that Green Human Resource Management can influence Message Credibility by 72.4%, while the remaining 27,6% can be influenced by other variables not studied. The R-Square value for Peer Involvement is 0,815. This shows that Green Human Resource Management can influence Peer Involvement by 81,5%, while the remaining 18,5% can be influenced by other variables not investigated. The R-Square value for Employee Empowerment is 0,691. This means that Green Human Resource Management can influence Employee Empowerment by 69,1%, with the remaining 30,9% influenced by other variables not researched. Next, for the Organizational Citizenship Behavior towards the Environment variable, the R-Square value is 0.901. This indicates that Green Human Resource Management, Leadership Emphasis, Message Credibility, Peer Involvement, and Employee Empowerment can influence Organizational Citizenship Behavior towards the Environment by 90.1%, while the remaining 9.9% can be influenced by other "variables" that are not examined

Hypotesis Test

Table 6. Dirrect Effect

Hypotesis	Effect	Original Sample	T-Statistik	P-Values	Result
H1	<i>Green human resource management => Organizational citizenship behaviour towards the environment</i>	0,232	3,153	0,002	Diterima
H2	<i>Green human resource management => Leadership Emphasis</i>	0.917	69,839	0,000	Diterima
H3	<i>Green human resource management => Message Credibility</i>	0.851	37.875	0.000	Diterima
H4	<i>Green human resource management => Peer Involvement</i>	0.903	55.860	0.000	Diterima
H5	<i>Green human resource management => Employee Empowerment</i>	0.831	32.091	0.000	Diterima
H6	<i>Leadership Emphasis => Organizational citizenship behaviour towards the environment</i>	0.168	2.427	0.016	Diterima
H7	<i>Message Credibility => Organizational citizenship behaviour towards the environment</i>	0.224	4.442	0.000	Diterima
H8	<i>Peer Involvement => Organizational citizenship behaviour towards the environment</i>	0.236	3.123	0.002	Diterima
H9	<i>Employee Empowerment => Organizational citizenship behaviour towards the environment</i>	0.146	3.086	0.002	Diterima

Source: SmartPLS Program Results, 2024

As explained from the previous table, it can be seen that all variables are accepted, thus proving that the Green Human Resource Management variable has a direct effect on Organizational Citizenship Behavior towards the Environment and the Green Enablers of Green Organizational Culture. The Green Enablers of Green Organizational Culture (Leadership

Emphasis, Message Credibility, Peer Involvement, and Employee Empowerment) have a direct effect on Organizational Citizenship Behavior towards the Environment.

Table 7. Indirect Effect

Hypotesis	Effect	Original Sample	T-Statistik	P-Values	Result
H10	<i>Green human resource management => Organizational citizenship behaviour towards the environment dimediasi Leadership emphasis</i>	0,154	2,406	0,017	Diterima
H11	<i>Green human resource management => Organizational citizenship behaviour towards the environment dimediasi Message credibility</i>	0,191	4,454	0,000	Diterima
H12	<i>Green human resource management => Organizational citizenship behaviour towards the environment dimediasi Peer involvement</i>	0,213	3,126	0,002	Diterima
H13	<i>Green human resource management => Organizational citizenship behaviour towards the environment dimediasi Employee empowerment</i>	0,121	3,137	0,002	Diterima

Source: SmartPLS Program Results, 2024

Information from table 7 explains that Leadership Emphasis, Message Credibility, Peer Involvement, and Employee Empowerment can mediate the effect of Green Human Resource Management on Organizational Citizenship Behavior towards the Environment. This indicates that Green Human Resource Management can enhance Organizational Citizenship Behavior towards the Environment if employees have high Green Enablers of Green Organizational Culture.

DISCUSSION

The result of the first hypothesis testing shows a t-value of 3,153 > 1,96, meaning that Green Human Resource Management has been shown to positively impact Organizational Citizenship Behavior towards the Environment. The path coefficient is 0,232, indicating that the contribution of Green Human Resource Management to Organizational Citizenship Behavior towards the Environment is 0,232. These findings support the research conducted by Muisyo et al. (2022) and Ogalo et al. (2020), which states that Green Human Resource Management has a significant effect on Organizational Citizenship Behavior towards the Environment.

The result of the second hypothesis testing shows a t-value of 69,839 > 1,96, meaning that Green Human Resource Management has been shown to positively impact Leadership Emphasis. The path coefficient is 0,917, indicating that the contribution of Green Human Resource Management to Leadership Emphasis is 0,917. These findings support the statement by Roscoe, which suggests that HR managers are responsible for recruiting employees who are environmentally conscious and promoting these individuals to leadership positions (Egri & Herman, 2000; Roscoe et al., 2019).

The result of the third hypothesis testing shows a t-value of 37,875 > 1,96, meaning that Green Human Resource Management has been shown to positively impact Message Credibility. The path coefficient is 0,851, indicating that the contribution of Green Human Resource Management to Message Credibility is 0,851. These findings are consistent with the statement by Sharma and Toor, which emphasizes that Message Credibility plays a crucial role as a

support for Green HRM, as the influence of any message depends on its credibility (Sharma & Toor, 2022).

The result of the fourth hypothesis testing shows a t-value of $55,860 > 1,96$, indicating that Green Human Resource Management has been shown to positively impact Peer Involvement. The path coefficient is 0,903, meaning the contribution of Green Human Resource Management to Peer Involvement is 0,903. These findings align with the statement by Roscoe, which suggests that Human Resources can foster a culture of peer involvement in environmental activities through training and reward systems (Pellegrini et al., 2018; Roscoe et al., 2019).

The result of the fifth hypothesis testing shows a t-value of $32,091 > 1,96$, indicating that Green Human Resource Management has been shown to positively impact Employee Empowerment. The path coefficient is 0,831, which means that the contribution of Green Human Resource Management to Employee Empowerment is 0,831. These findings are consistent with the notion that the symbolism of environmental management and protection within an environmentally friendly or green organizational culture shapes the perceptions and behaviors of organizational members (Umrani *et al.* 2016).

The result of the sixth hypothesis testing shows a t-value of $2,427 > 1,96$, indicating that leadership emphasis has been shown to positively impact organizational citizenship behaviour towards the environment. The path coefficient is 0,168, which means that the contribution of leadership emphasis to organizational citizenship behaviour towards the environment is 0,168. These findings align with Bowen's assertion that environmentally proactive leadership prioritizes environmental concerns, with leaders modeling pro-environmental behavior in their daily work and evaluating employees based on Environmental Performance (EP) (Bowen, 2000; Roscoe et al., 2019).

The result of the seventh hypothesis testing shows a t-value of $4,442 > 1,96$, indicating that message credibility has been shown to positively impact organizational citizenship behaviour towards the environment. The path coefficient is 0,224, meaning that the contribution of message credibility to organizational citizenship behaviour towards the environment is 0,224. This finding is in line with previous statements emphasizing that credible messages need to be communicated consistently, clearly, and in an engaging manner by trustworthy sources will positively influence employee behavior (Srinivasan and Kurey, 2014; Muisyo et al., 2022).

The result of the eighth hypothesis testing shows a t-value of $3,123 > 1,96$, indicating that peer involvement has been shown to positively impact organizational citizenship behaviour towards the environment. The path coefficient is 0,236, meaning that the contribution of peer involvement to organizational citizenship behaviour towards the environment is 0,236. This finding is consistent with the statement by Saifulina et al. (2020), which asserts that peer involvement can be categorized as an environmentally friendly personal behavior. Employees' peer involvement is expected to mediate the relationship between Green HRM and OCBE.

The result of the ninth hypothesis testing shows a t-value of $3,086 > 1,96$, indicating that employee empowerment has been shown to positively impact organizational citizenship behaviour towards the environment. The path coefficient is 0,146, meaning that the contribution of employee empowerment to organizational citizenship behaviour towards the environment is 0,146. This finding highlights that enhanced skills and awareness among employees which stemming from green recruitment and training that empower them to address environmental issues and foster a green organizational culture (Daily et al., 2012; P.K Muisyo et al., 2022).

The result of the tenth hypothesis testing shows a t-value of $2,406 > 1,96$, indicating that leadership emphasis significantly mediates the relationship between Green Human Resource Management (Green HRM) and organizational citizenship behaviour towards the environment. The path coefficient is 0,154, suggesting that the contribution of leadership emphasis in mediating the relationship between Green HRM and organizational citizenship behaviour towards the environment is 0,154. This finding supports the research conducted by Al-Alawneh,

Othman, and Zaid (2023), which stated that leadership emphasis could mediate the relationship between Green HRM and organizational citizenship behaviour towards the environment.

The result of the eleventh hypothesis testing shows a t-value of $4,454 > 1,96$, indicating that message credibility significantly mediates the relationship between Green Human Resource Management (Green HRM) and organizational citizenship behaviour towards the environment. The path coefficient is 0,191, meaning that the contribution of message credibility in mediating the relationship between Green HRM and organizational citizenship behaviour towards the environment is 0,191. This finding supports the studies conducted by Sharma & Toor (2022) and Muisyo et al. (2021), which stated that message credibility mediates the relationship between Green HRM and organizational citizenship behaviour towards the environment.

The result of the twelfth hypothesis testing shows a t-value of $3,126 > 1,96$, indicating that peer involvement significantly mediates the relationship between Green Human Resource Management (Green HRM) and organizational citizenship behaviour towards the environment. The path coefficient is 0,213, meaning that the contribution of peer involvement in mediating the relationship between Green HRM and organizational citizenship behaviour towards the environment is 0,213. This finding supports the studies conducted by Sharma & Toor (2022) and Muisyo et al. (2021), which stated that peer involvement mediates the relationship between Green HRM and organizational citizenship behaviour towards the environment.

The result of the thirteenth hypothesis testing shows a t-value of $3,137 > 1,96$, indicating that employee empowerment significantly mediates the relationship between Green Human Resource Management (Green HRM) and organizational citizenship behaviour towards the environment. The path coefficient is 0,121, meaning that the contribution of employee empowerment in mediating the relationship between Green HRM and organizational citizenship behaviour towards the environment is 0,121, or 12.1%, while the remaining 87.9% may be influenced by other unexamined factors. This finding supports the studies conducted by Sharma & Toor (2022) and Muisyo et al. (2021), which state that employee empowerment mediates the relationship between Green HRM and organizational citizenship behaviour towards the environment.

MANAGERIAL IMPLICATIONS

Based on the results, it is recommended that the management of Bank Swasta Region 1 implement the enablers of green organizational culture in every policy derived from green human resource management. By doing so, employees' environmental awareness will not merely originate from company regulations, but will also become ingrained in their habits and organizational culture throughout their tenure. Employees will gain a deeper understanding and appreciation of the importance of environmental preservation, which in turn can enhance their sense of organizational commitment by fostering environmentally friendly behaviors.

CONCLUSION

Based on the findings, it can be concluded that PT Bank Swasta Region 1 is capable of fostering a collective awareness of Organizational Citizenship Behaviour Towards the Environment (OCBE) through the implementation of Green Human Resource Management (Green HRM), either directly or through the mediation of Enablers of Green Organizational Culture. Considering the influencing factors and discussions presented in the previous chapters, the following research conclusions can be drawn:

1. There a meaningful and beneficial effect of Green Human Resource Management on Organizational Citizenship Behaviour towards the Environment of employees at PT Bank Swasta Region 1. The implementation of effective Green Human Resource Management

- practices at PT Bank Swasta Region 1 will enhance employee awareness in contributing to environmental empowerment and integrating it into values and actions.
2. There a meaningful and beneficial effect of Green Human Resource Management on Green Enablers of Green Organizational Culture of employees at PT Bank Swasta Region 1. The effective implementation of Green Human Resource Management practices at PT Bank Swasta Region 1 will increase employee awareness in empowering the environment and integrating it into the organization's values and real actions.
 3. There a meaningful and beneficial effect of Green Enablers of Green Organizational Culture on Organizational Citizenship Behaviour towards the Environment of employees at PT Bank Swasta Region 1. Green Enablers of Green Organizational Culture can have a positive impact on the development of a sustainable environmental culture within the company. This includes various initiatives and Green Human Resource Management practices aimed at developing employee awareness and commitment to environmental issues.
 4. Leadership Emphasis can mediate the relationship between Green Human Resource Management and Organizational Citizenship Behaviour towards the Environment of employees at PT Bank Swasta Region 1. In other words, leaders play a crucial role in the application of Green Human Resource Management practices, influencing employees' behaviors towards sustainable organizational goals at PT Bank Swasta Region 1.
 5. Message Credibility can mediate the relationship between Green Human Resource Management and Organizational Citizenship Behaviour towards the Environment of employees at PT Bank Swasta Region 1. This means that the implementation of Green Human Resource Management can be more effective when environmental sustainability messages are clearly conveyed during employee training, thereby instilling green environmental behavior among employees at PT Bank Swasta Region 1.
 6. Peer Involvement can mediate the relationship between Green Human Resource Management and Organizational Citizenship Behaviour towards the Environment of employees at PT Bank Swasta Region 1. In other words, when employees actively participate in green environmental initiatives and innovations, it fosters a sustainable environmental organization at PT Bank Swasta Region 1.
 7. Employee Empowerment can mediate the relationship between Green Human Resource Management and Organizational Citizenship Behaviour towards the Environment of employees at PT Bank Swasta Region 1. By giving employees the freedom to engage in Green Environmental Management, it will help shape their character and behavior, promoting a strong sense of environmental care and organizational sustainability at PT Bank Swasta Region 1.

REFERENCES

- Aggarwal, P., & Agarwala, T. (2023). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking*, 30(7), 2351–2376. <https://doi.org/10.1108/BIJ-08-2021-0474>
- Al-Alawneh, R., Othman, M., & Zaid, A. A. (2023). Green HRM impact on environmental performance in higher education with mediating roles of management support & green culture. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-02-2023-3636>
- Hooi, L. W., Liu, M. S., & Lin, J. J. J. (2022). Green human resource management & green organizational citizenship behavior: do green culture & green values matter? *International Journal of Manpower*, 43(3), 763–785. <https://doi.org/10.1108/IJM-05-2020-0247>
- Lu, H., Cai, S., Liu, Y., & Chen, H. (2023). How GHRM impacts employee OCBE: the role of emotions & value discrepancy. *International Journal of Manpower*, 44(2), 318–333.

- <https://doi.org/10.1108/IJM-02-2021-0094>
- Muisyo, P. K., Qin, S., Ho, T. H., Julius, M. M., & Barisoava &riam&resy, T. (2022). Implications of GHRM on organisational citizenship behaviour: the mediating role of enablers of green culture. *International Journal of Manpower*, 43(3), 719–741. <https://doi.org/10.1108/IJM-05-2020-0245>
- Muisyo, P., Su, Q., Ho, T. H., Julius, M. M., & Usmani, M. S. (2022). Implications of green HRM on the firm's green competitive advantage: the mediating role of enablers of green culture. *Journal of Manufacturing Technology Management*, 33(2), 308–333. <https://doi.org/10.1108/JMTM-01-2021-0033>
- Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management & the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy & the Environment*, 28(5), 737–749. <https://doi.org/10.1002/bse.2277>
- Ahmed, U., AlZgool, M. R. H., & Shah, S. M. M. (2019). The Impact of Green Human Resource Practices On Environmental Sustainability. *Polish Journal of Management Studies*, 20(1). 9-18.
- Boiral, O., Paillé, P. (2012). Organizational Citizenship Behaviour For The Environment: Measurement and Validation. *Journal of Business Ethics*, 109(4), 431-445.
- Chang, C. (2015). Enhance Green Purchase Intentions Management Decision. 50(3), 502–520. doi.org/10.1108/00251741211216250.
- Chen, T., & Wu, Z. (2022). How to Facilitate Employees' Green Behavior? The Joint Role of Green Human Resource Management Practice and Green Transformational Leadership. *Frontiers in Psychology*, 13(August), 1–11. <https://doi.org/10.3389/fpsyg.2022.9068>.
- Deshwal, P. (2015). Green HRM: An Organizational Strategy of Greening People. *International Journal of Applied Research*, 1(13), 176-181. ISSN Online: 2394-5869.
- Dumont, J., Shen, J., and Deng, X. (2017). Effects of Green HRM Practices On Employee Workplace Green Behavior, The Role of Psychological Green Climate and Employee Green Values. *Hum. Resour. Manag.* 56, 613–627. doi: 10.1002/hrm.21792.
- Hadjri, M. Ichsan, Perizade, B., Zunaidah & Farla, W. (2019). Green Human Resource Management, Green Organizational Culture, and Environmental Performance: An Empirical Study. *Advances in Economics, Business and Management Research*, Vol. 100.
- Javed, U., Wain, A. Manzur, Ashraf, A. Ali, & Bashir, I. (2022). Impacts of Green HRM on Organizational Citizenship Behavior Towards Environment: Mediating Role of Workplace Spirituality and Organizational Engagement. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*. 13(6), 13A6N, 1-11.
- Jayabalana, N., Makhbul, Z. K. Mohamed, Mohamed, R. K. M. Haji, et al. (2020). The Role of OCBE on Green HRM towards Performance Sustainability. *International Journal of Innovation, Creativity and Change*. Vol. 13, Issue 5.
- Mehta, K., & Chugan, P. K. (2015). Green HRM in Pursuit of Environmentally Sustainable Business. *Univers. J. Ind. Bus. Manag.* 3, 74e81.
- Ogalo, H. Slade, Fatima, S. & Hasnain, A. (2020). Green HRM and OCBE in the Banking Sector: An Empirical View. *International Journal of Psychosocial Rehabilitation*, Vol. 24, Issue 7, 2020 ISSN: 1475-7192.
- Pham, N. Tan, Phan, Q. P. Thi, Tučková, Z. & Vo, Nga, Nguyen, L.H.L. (2018). Enhancing the Organizational Citizenship Behavior For The Environment: the Roles of Green Training and Organizational Culture. *Management & Marketing. Challenges for the Knowledge Society*, Vol. 13, No. 4, pp. 1174-1189. DOI: 10.2478/mmcks-2018-0030.

- Renwick, D., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15, 1-14.
- Saputro, A. & Nawangsari, L. Christina. (2021). The Effect of Green Human Resource Management on Organization Citizenship Behaviour for Environment (OCBE) and Its Implications on Employee Performance at PT Andalan Bakti Niaga. *European Journal of Business and Management Research*. Vol. 6 Iss. 1.
- Shaban, S. (2019). Reviewing the Concept of Green HRM (GHRM) and Its Application Practices (Green Staffing) with Suggested Research Agenda: A Review from Literature Background and Testing Construction Perspective. *International Business Research*, Vol. 12, No. 5.
- Shandra Das, S., & Singh, R. (2016). Green HRM and Organizational Suitability: An Empirical Review. *Kegees Journal of Social Science*, 8, 227-236.
- Sharma, S. & Toor, T. (2022). Green Human Resource and Enablers of Green Organizing Culture. *International Journal of Mechanical Engineering*. Vol. 7 Iss. 5.
- Silvester, Y., Sarip, A. & Hassan, M. Ayyub. (2019). The Relationship between Green HRM Practices and Organizational Citizenship Behavior toward Environment (OCBE). *Journal of Management and Operation Research*, 1 (18): For Peer Review.
- Wang, C. H. (2019). How Organizational Green Culture Influences Green Performance and Competitive Advantage: The Mediating Role of Green Innovation. *Journal of Manufacturing Technology Management*, 30(4), 666–683. <https://doi.org/JMTM-09-2018-0314>.