

The Role of Organizational Culture as a Mediator Between the Influence of Motivation, Leadership, and Supply Chain Management on Employee Green Behavior

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ABSTRAK

Penelitian ini dilatarbelakangi oleh peran penting perusahaan dalam konteks globalisasi, di mana ketergantungan antar negara semakin meningkat. Perusahaan adalah elemen vital dalam memenuhi kebutuhan masyarakat global. Tujuan utama penelitian ini adalah menganalisis bagaimana budaya organisasi memediasi hubungan antara motivasi, kepemimpinan, dan manajemen rantai pasokan terhadap perilaku hijau karyawan. Populasi penelitian ini adalah karyawan PT. X yang memiliki total karyawan 592 orang, teknik pengambilan sampel yang digunakan adalah simple random sampling sehingga didapatkan sampel 86 karyawan dari PT. X. Metode penelitian yang digunakan adalah penelitian kuantitatif dengan menerapkan Partial Least Squares (PLS) sebagai alat analisis data. Hasil penelitian menunjukkan bahwa motivasi dan kepemimpinan memiliki pengaruh yang signifikan dan positif terhadap perilaku hijau karyawan. Motivasi juga memiliki pengaruh positif yang signifikan terhadap perilaku hijau karyawan melalui mediasi budaya organisasi. Selain itu, budaya organisasi juga berpengaruh signifikan terhadap perilaku hijau karyawan di PT. X di Indonesia. Hasil penelitian ini memiliki implikasi penting dalam konteks pengelolaan sumber daya manusia yang peduli lingkungan. Hasil ini dapat membantu perusahaan dalam mengembangkan strategi untuk meningkatkan perilaku hijau karyawan dan mencapai tujuan berkelanjutan.

ABSTRACT

This research is motivated by the important role of companies in the context of globalization, where dependence between countries is increasing. The company is a vital element in meeting the needs of the global community. The main objective of this study is to analyze how organizational culture mediates the relationship between motivation, leadership, and supply chain management to employees' green behavior. The population of this study was employees of PT. X which has a total of 592 employees, the sampling technique used is simple random sampling so that a sample of 86 employees from PT. X. The research method used is quantitative research by applying Partial Least Squares (PLS) as a data analysis tool. The results showed that motivation and leadership had a significant and positive influence on employees' green behavior. Motivation also has a significant positive influence on employees' green behavior through mediating organizational culture. In addition, organizational culture also has a significant effect on the green behavior of employees at PT. X in Indonesia. The results of this study have important implications in the context of human resource management that cares for the environment. These results can assist companies in developing strategies to improve employees' green behavior and achieve sustainability goals.

1. INTRODUCTION

In this era of globalization, corporations and business entities are asked to always expand interdependence between countries and this is a fundamental instrument in meeting the needs of the wider community. Business entities and companies are the basis for world economic development, however, these business entities and companies in their operations tend to carry out various practices and operations that are contrary to law and ethics in generating profits. This profit-seeking goal will in turn cause the company to be involved in criminal activities related to safe working conditions, environmental

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safety, illegal drugs and environmental pollution (Al-Swidi et al., 2021a; Khan & Khan, 2022). For the past few years, it can be seen that the activities and operations of this company have negative implications for the prosperity of society and have the potential to cause violations of human rights. Efforts to manage the relationship between other companies and carry out business activities with the company, in which of course there are bad potentials and risks to the fulfillment and protection of human rights. However, it must be realized that the existence of these businesses and companies certainly provides opportunities and is useful as a means to promote and support the concept of compliance and protection of human rights in addition to economic and business development (Blok et al., 2015; Wesselink et al., 2017). A clear accumulation that their initiative process for environmental sustainability of international organizations depending on their behavior of each employee. For example, research shows that employee behavior makes a significant contribution to organizational environmental performance, waste reduction and cost savings, and competitive advantage (Robertson & Barling, 2013; King & Starik, 2017). Previous research states that activities that stand out about how employees perceive and behave can harm environmental performance and the organization as a whole (Norton et al., 2014, 2017). Previous research states that in this organic organization, green employee behavior (EGB) is defined by this work behavior playing a role in reducing environmental sustainability and this makes a good and positive contribution (Norton et al., 2014; Zientara & Zamojska, 2018). There are several researchers who emphasize the need to examine green employee behavior (EGB) and contextual and individual predictive factors from this stratification perspective (Norton et al., 2015; Zacher et al., 2023). The green industry is a growing and diversified sector, which includes all kinds of services and technologies that minimize the negative impact on the environment and consumption of resources. This green industry basically includes industrial reforestation by continuously increasing productivity by optimizing the availability of resources in an effective, socially responsible and environmentally protective way.

Previous research states that a green industry is defined as activities that produce or produce goods and services intended to be able to limit, measure, improve and minimize the potential for environmental damage to land, air and water as well as various problems related to waste (Januškaitė & Užienė, 2018; Wang et al., 2021). Supply chain management is defined by a team-based approach that is useful for continuously improving the system it provides. In this system, the first and most important goal is to increase value and minimize communication factors that do not add value to the system. The communication factor in this first step cannot add value and in the next stage, this factor is removed by using an inappropriate and appropriate Supply Chain Management System (Birasnav, 2013; Kim & Nguyen, 2022). The literature bears witness that supply chain management plan important role in delivering leadership approaches to employees. This lack of understanding of the gap between management and employees will in turn create a clear and strong relationship. This supply chain management will be able to minimize this gap in understanding. Currently, what is developing in the company is not only about aspects of natural resources that are integrated according to the concept of a green industry, but also extends to human resources. One of these various information is in the form of adjustments to employee behavior contained in companies with the concept of employee green behavior. Referring to the description by previous research, stated that employee green behavior (EGB) is defined by the behavior and attitudes of an individual or group of individuals who contribute to environmental sustainability in the context of this work (Katz et al., 2022; Norton et al., 2015). Green behavior of employees is an important component in a company to maintain environmental sustainability in its operational activities.

Green behavior of employees in an organization or company can be shaped by organizational culture and leadership (Luu, 2020; Yeşiltaş et al., 2022). Organizational culture with a good form and can be accepted by all members will make it easier to work together in carrying out activities, it is hoped that employees will be able to carry out their duties and responsibilities properly and on time (Dumont et al., 2017; Islam et al., 2021). In an effort to implement a green industry through the green behavior of employees, companies also need leaders who care about the environment. This is due to the fact that a leader has a role in giving orders to his subordinates so that they have good attitudes and behavior. This leadership plays a role in influencing and persuading his subordinates to achieve common goals by producing a work environment that is controlled, directed, authoritative and more effective. The influence of a leader in his efforts to produce improvements to employees aims to be able to fulfill various company goals that have previously been set. One of the various companies that are still competing with various other companies in today's global competition is PT. X which operates in the field of consumer goods and baby accessories. Efforts to realize this green industry, with this PT. X is already ISO 14001 certified which is an international certification in terms of a sustainable environmental management system (EMS). Environmental Management Program at PT. X itself is implemented properly and well. This can be reviewed based on the system of production waste management which is based on established

procedures, in this case establishing a cooperative relationship with a waste processing vendor that already has a certificate, with this production waste will cause the environment to become polluted and production waste not can be managed properly. Furthermore, the company in its operations does not only provide media for the production process alone, but for various other operational processes, for example in terms of administration, this is intended so that this program of environmental management always takes place properly and well, for example, providing trash cans for certain types of waste, provide an appeal to save water and save energy, this is intended to always comply with and remember the provisions set regarding environmental management.

Various organizational cultures will also have an influence on a particular system as a whole. This strong and positive culture contributes a positive influence on employee behavior. Organizational supply chain management as a whole will be able to absorb the impact of culture (Cadden et al., 2013; Cao et al., 2015). The employee behavior literature states that the organization's supply chain management system has a significant effect on employees. This complex supply chain management system will be able to produce success if employees are familiar with this defined system. This case organization will later be able to design a complex system, this will result in demotivation and will prefer to leave. On the other hand, if an organization provides a management system for a simple supply chain, this will eventually lead to employee satisfaction. However, company management faces various problems, including poor and low understanding of green employee behavior. This can be seen during break times where it is often found that there are various machines that should be off, but are still running. Not only that, there are many employees who use excessive paper and water when going to the bathroom. Therefore, companies are obliged to socialize the important role of natural resource utilization as effectively as possible and not excessively. The purpose of this study was to carry out tests regarding the influence of motivational variables and employee leadership variables on employee green behavior variables through organizational culture.

2. METHODS

This research uses a quantitative approach and includes causal research. The aim of this research is to see whether the independent variables can influence the dependent variable. This study discusses the influence of motivation, supply chain management, and leadership variables on employee green behavior with organizational culture as a mediating variable.

For this research, the research population is employees of PT. X, which has a total of 592 employees. For this study, the research sampling technique that researchers used was a simple random sampling method. Based on 592 employees of PT. X, the employees selected to be the research sample are 86 employees. Based on the 86 employees, these will be drawn from the existing departments evenly. Currently, there are eight departments. Thus, the number of employees taken for each of these departments. For this study, the collection of research data was by distributing or distributing research questionnaires to research respondents and while the measuring instrument for this research instrument was using a Likert scale. Researchers used data tabulation in the form of Smart-PLS. The motivation variable (MV) consists of five items, the leadership variable (LP) consists of twelve items, the supply chain management (SCM) variable consists of ten items, meanwhile, the employee green behavior (EGB) variable consists of five item items, and while the Organizational Culture (OC) variable consists of seven items. Based on some of the research variables, the theoretical model is obtained as attached in Figure 1.

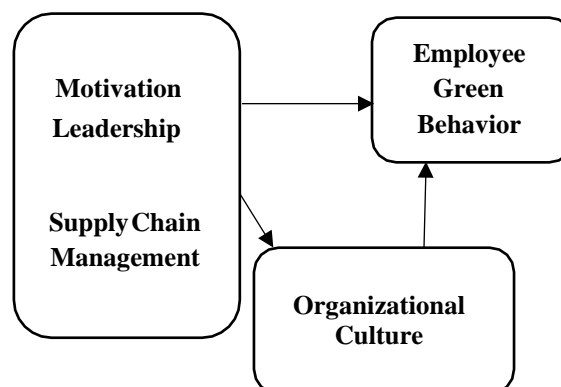


Figure 1. Theoretical Model

3. RESULTS AND DISCUSSIONS

Results

The results showed convergent and discriminant validity. First, the convergent validity has been presented and statistical results show that the convergent validity has been demonstrated because the load and AVE are greater than 0.50, while the CR and Alpha are more than 0.70. This is shown in [Table 1](#).

Table 1. Convergent Validity

Items	Loadings	Alpha	CR	AVE			
EGB1	0.739	0.798	0.868	0.623			
EGB2	0.752						
EGB3	0.837						
EGB5	0.823						
LPI	0.721						
LPI0	0.724	0.913	0.926	0.533			
LP11	0.664						
LP12	0.673						
LP2	0.746						
LP3	0.743						
LP4	0.767						
LP5	0.774						
LP6	0.718						
LP7	0.752						
LP8	0.743						
MV2	0.655				0.746	0.811	0.590
MV4	0.847						
MV5	0.790						
OCI	0.897	0.878	0.909	0.626			
OC2	0.848						
oca	0.724						
OC5	0.671						
OC5	0.748						
OC7	0.836						
SCMI	0.738				0.908	0.922	0.543
SCM10	0.690						
SCM2	0.716						
SCM3	0.749						
SCM4	0.737						
SCM5	0.711						
SCM6	0.744						
SCM7	0.771						
SCM8	0.808						
SCM9	0.698						

The discriminant validity has also been presented and statistical results show that discriminant validity has been proven, because the Heterotrait Monotrait ratio (HTMT) is not greater than 0.85. This is shown in the following [Table 2](#).

Table 2. Convergent Validity

	EGB	LP	MV	OC	SCM
EGB					
LP	0.715				
MV	0.344	0.244			
OC	0.762	0.570	0.406		
SCM	0.734	0.599	0.296	0.706	

Path analysis shows that leadership and supply chain have a positive relationship with green employee behavior and accept H2 and H3 while motivation has an insignificant relationship with

employee green behavior and reject H1. In addition, organizational culture has a positive mediation between the relationship of leadership, motivation, supply chain and green behavior of employees and accepts H4, H5 and H6, as seen in Figure 2 and Figure 3.

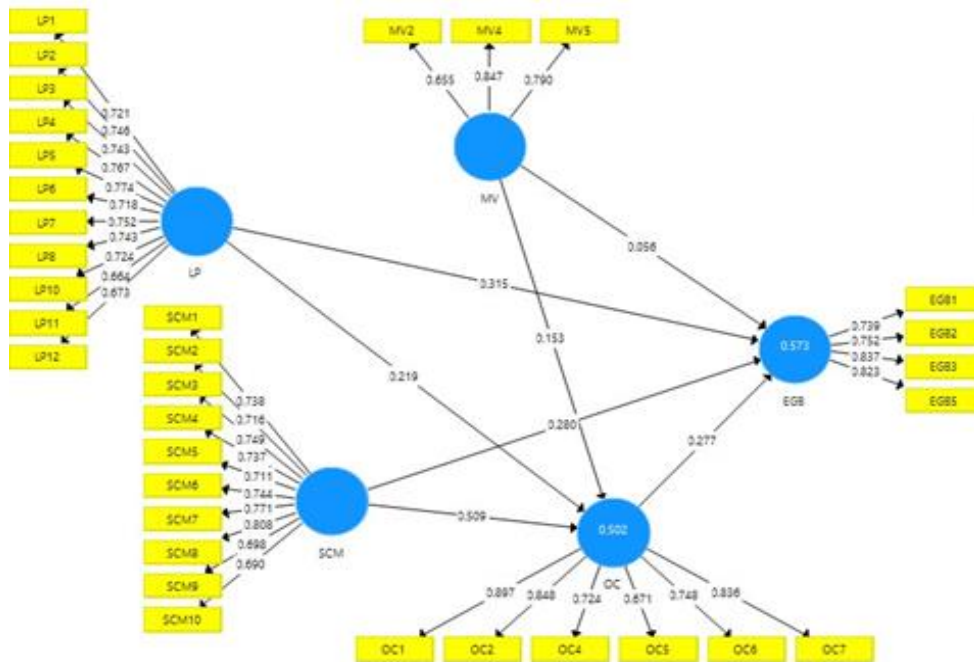


Figure 2. Measurement model assessment

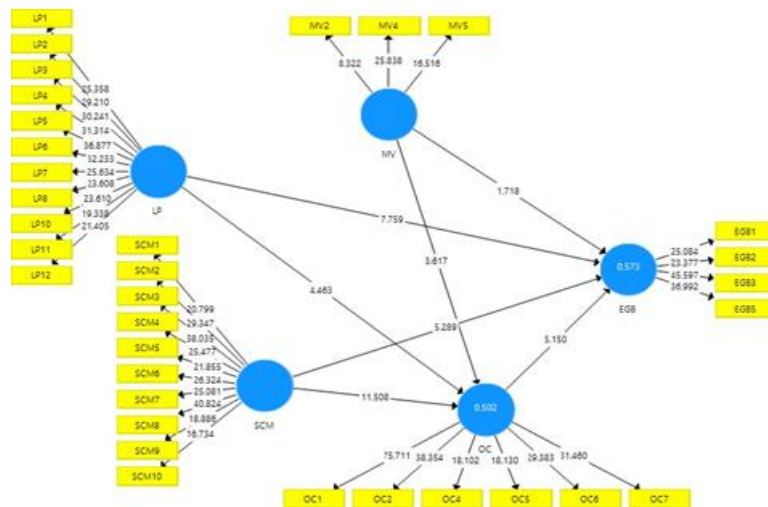


Figure 3. Structural Model Assessment

Discussion

This study defines motivation as the desire and encouragement in employees to carry out their duties and responsibilities. Based on the results of the analysis of the data obtained, it is known that the motivation variable contributes a significant and positive influence to the green employee behavior variable (Junsheng et al., 2020; Tian et al., 2020). In this case, it means that employees have the motivation so that they can improve their work behavior as what the company or organization expects. In this case, for example, is the fulfillment of the basic needs of employees and employees will have high responsibility. On the other hand, if the employee's basic needs are not met, then the employee will work haphazardly, therefore this will have implications for the surrounding environment. The motivational variables have a significant relationship with employee behavior variables. Work motivation is defined as a condition that can arouse, influence, move and maintain the behavior of an individual in operating activities. In this study, Supply Chain Management is used as a system that greatly influences employees to achieve

organizational goals (Huo et al., 2015; Sundram et al., 2018). The results of the study indicate that there is a positive relationship between supply chain management variables and environmentally friendly employee behavior variables. This strong supply chain management system will be able to cause employee behavior to be environmentally friendly (Longoni et al., 2018; Nejati et al., 2017). Based on the results of this data analysis, it was found that the leadership variable contributed a significant and positive influence to the green employee behavior variable (Robertson & Barling, 2013; Saleem et al., 2020). In this case it means that, if the company leader supports environmental care behavior or activities, thus the employee behavior will increase. For example, when a leader reduces or eliminates the use of raw materials that cannot be recycled, his subordinates will do so.

For this study, leadership is interpreted in a way that influences an individual or group of individuals in a company or organization in order to achieve common goals (Carter & Baghurst, 2014; Ibrahim & Daniel, 2019). Referring to the results of the data analysis, this shows that the leadership variable contributes a significant and positive influence to the green employee behavior variable. In this case it means that, if the leader of the company supports the behavior and activities that care for the environment, then the employee behavior will increase. Leadership is defined as factors that can direct employees to have more motivation, unify vision and mission, and share perceptions. This leadership can motivate subordinates and certainly encourage good behavior. With high natural employee motivation, thus this does not have an effect on increasing the implementation of the organizational culture. This is different from previous research in which the results of his research stated that leadership is a fundamental factor in strengthening organizational culture (Chong et al., 2018; Klein et al., 2013). Referring to the results of this study, supply chain management variables have a significant influence on organizational culture variables. In this case it can be stated that, with a good supply chain management system, thus the application of organizational culture will also be good (Arora et al., 2016; Tatham et al., 2017). Organizational culture in this study is interpreted by the values that the company or organization has, and all its members can understand and feel. Based on the results of the analysis obtained, it can be stated that this organizational culture variable contributes a significant and positive influence to the employee green behavior variable (Al-Swidi et al., 2021b; Pham et al., 2018). In this case, it means that, if the company has formed an organizational culture that cares for the environment, then the behavior of caring for the environment will continue to work on its own and well. This is in line with the results of similar research which states that this organizational culture variable contributes a significant and positive influence on employee work behavior variables (Dumont et al., 2017; Islam et al., 2021). This organizational culture will have implications for the criteria that employees use in carrying out their work. The actions of top management will be able to influence and determine the general climate of acceptable good behavior.

Referring to the statistical test results obtained, it is known that the relationship between motivational variables and employee green behavior variables mediated by organizational culture contributes a significant influence. In this case, it means that organizational culture variables have an influence in mediating the relationship between motivational variables and green employee behavior variables. The results of this research have important implications in the development of the scientific field studied. Increasing motivation, efficient supply chain management, environmentally supportive leadership, and building an environmentally conscious organizational culture can help achieve sustainability goals in the organization. However, there are some limitations to the study. Therefore, the research supports the need for further more comprehensive research. Recommendations for future research are to expand the sample, dig deeper into motivational factors that might influence employee behavior, and apply more diverse methods.

4. CONCLUSION

This study aims to analyze the role of organizational culture as a mediator variable between the influence of motivation, leadership, and supply chain management toward employee green behavior. Based on the data analysis that has been carried out and the discussion that has been put forward, it can be concluded that motivation and leadership have a significant effect on employee green behavior. Meanwhile, supply chain management variables contribute a positive influence on employee green behavior variables. Motivation contributes a significant influence on organizational culture variables, while leadership does not contribute a significant influence on organizational culture variables. In addition, Supply Chain Management contributes a positive influence on organizational culture variables, and organizational culture contributes a significant influence on employee's green behavior variables.

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