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The role of organizational citizenship behavior for environment (OCBE) in mediating the effect of Corporate Social Responsibility (CSR) on green performance

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ABSTRACT: Corporate Social Responsibility (CSR) is an important concept for organizations for their good image in society. In addition, currently, the concept of employee behavior that is more concerned with the environment is needed for sustainable performance improvement. In essence, an organization should not only think about how it can make a profit but also have to care about the social impact it has on the environment and society. This research was conducted on lecturers at the University of Muhammadiyah Malang (UMM). The sample is 105 using path analysis on the smart-PLS (i.e., smart partial least squares) method. The results of this study show that when universities implement CSR programs, this will increase organizational citizenship behavior for environment (OCBE) and this increase turns out to make the performance of the lecturers, especially green performance, better. Suggestions for university leaders to continue to pursue CSR programs that can be felt by the wider community, besides that they always encourage lecturers to behave in a caring environment in their daily work.

Keywords: Organizational Citizenship Behavior for Environment (OCBE), Corporate Social Responsibility (CSR), green performance, Green Human Resources Management (HRM)

1 INTRODUCTION


Corporate social responsibility (CSR) is a concept that is commonly applied in companies. For them, this must be considered because it is related to their image in society. For a university, social responsibility must also be carried out. Because it is related to the position of their image in the stakeholders. For universities, the form of social responsibility is formally implied in the Tridharma of Higher Education, namely community service. The implementation of higher education social responsibility has a wide scope which includes the environment, community, business/industry world, and local government. According to (Novia & Putu 2018), apart from being an obligation to carry out social responsibility in the form of community service, the image of a university can be built through various kinds of useful activities. Various activities are carried out that will be perceived by the community. The activities carried out by universities must be oriented toward the benefits that have been given or received, and as desired by the target audience group, the benefits that are displayed through good service quality.

There is a growing interest in CSR among academics and practitioners. Companies are now expected not only to be accountable to their shareholders but also to society at large.


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The role of organizational citizenship behavior for environment (OCBE) in mediating the effect of Corporate Social Responsibility (CSR) on green performance

Rizki Febriani* & Sandra Irawati

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1 INTRODUCTION

Corporate social responsibility (CSR) is a concept that is commonly applied in companies. For them, this must be considered because it is related to their image in society. For a university, social responsibility must also be carried out. Because it is related to the position of their image in the stakeholders. For universities, the form of social responsibility is formally implied in the Tridharma of Higher Education, namely community service. The implementation of higher education social responsibility has a wide scope which includes the environment, community, business/industry world, and local government. According to (Novia & Putu 2018), apart from being an obligation to carry out social responsibility in the form of community service, the image of a university can be built through various kinds of useful activities. Various activities are carried out that will be perceived by the community. The activities carried out by universities must be oriented toward the benefits that have been given or received, and as desired by the target audience group, the benefits that are displayed through good service quality.

There is a growing interest in CSR among academics and practitioners. Companies are now expected not only to be accountable to their shareholders but also to society at large.

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Universities, as centers of knowledge generation and sharing, play a very important role in solving the world's problems by ensuring a sustainable future. Many researchers state that there is a significant influence between CSR and the performance of organizational members (Malik *et al.* 2021; Siregar & Br Bukit 2018; Wijaya 2020). On the other hand, some conclude that there is no influence between CSR and performance (Ifada *et al.* 2019; Margaretha & Rachmawati 2016; Sameer 2021). For this reason, in this study, researchers included the organizational citizenship behavior for environment (OCBE) variable as a mediation to fill the research gap (Saputro & Nawangsari 2021).

OCBE is defined as employee behavior to contribute to a better and more sustainable environment. With the behavior of employees who are more environmentally friendly, it is hoped that the performance of organizational management can increase, especially regarding employee performance in protecting the environment in their workplace. This behavior includes many approaches such as reducing pollution in the workplace, finding solutions to reduce waste, promoting and implementing green technologies, and attending environmental conferences to gain more knowledge about managing environmental protection.

University of Muhammadiyah Malang (UMM), a leading university in Indonesia, has taken steps to protect the environment. In 2013, UMM established itself as a Green and Clean campus, to support this program UMM has provided 350 wind bikes of various types. Even that number will continue to be increased to reach thousands to facilitate the traffic of lecturers, employees, and students on campus. In addition, UMM also provides shuttle vehicles to pick up and drop off at certain stops with a special design to reduce air pollution.

UMM also applies environmentally friendly energy and of course with efficiency. This can be seen from the electricity consumption. Before 2007, UMM still had to spend an average of IDR 30 million per month to pay the electricity bill per month. The funds are to meet the electricity needs of around 31,000 students, the largest number among other Muhammadiyah campuses in Indonesia. But after 2007, after the emergence of the micro hydro power plant (PLTMH) which was successfully developed at UMM, the alternative energy was able to support electricity consumption by more than 20%. The power plant utilizes the swift overflow of Brantas River water which is dropped from a height of 17 meters, to drive a cross-flow turbine as an electric generator generating power with a maximum energy of 100 kW.

In its journey, UMM also did a lot of community service related to protecting the environment, UMM entered the community and schools to provide counseling for them about how to preserve the environment by planting plants and making green corners so that clean air can be obtained. With many programs launched by UMM in maintaining environmental sustainability, researchers are interested in finding empirical evidence of the relationship between CSR on Green Performance and OCBE as a mediation that has never been done before. This is with the hope that it can add to the limited scientific literature on CSR, OCBE, and green performance and also as consideration for input for UMM in carrying out its programs.

1.1 *Theoretical framework*

Several researchers state that there is a significant positive relationship between CSR and performance (Chaudhary 2020; Malik *et al.* 2021; Siregar & Br Bukit 2018; Wijaya 2020). The better implementation of CSR in an organization will further improve the organizational performance of its employees. When companies carry out CSR programs well, this can increase the stigma that is good for employees, that the company carries out activities that care about the environment so as to encourage employees to do the same.

Luu (2017) and Oo *et al.* (2018) concluded that there is a positive influence between CSR and OCBE. CSR programs that are run regularly and continuously by the company and involve employees in its implementation will encourage the voluntary behavior of employees in protecting their environment. Considering the positive impact of CSR on OCB, leaders and managers should actively communicate and share information about CSR activities with organizational members.

Some research (Indarti *et al.* 2017; Saputro & Nawangsari 2021; Syed Noh 2021) states that there is a significant positive effect between OCB and the performance of organizational members. It was further stated that the behavior of employees who care about the environment can improve their performance in their daily work. The behavior of employees who voluntarily do work that exceeds the standard of the tasks assigned to them, in order to help the sustainability of the company in achieving its goals, especially in relation to protecting the environment will help them to produce better performance related to the environment. The better implementation of CSR in the organization can improve the behavior of employees who care about the environment and this can make their performance even better (Jayabalan *et al.* 2020; Khaskheli *et al.* 2020; Onyishi *et al.* 2020).

2 METHOD

2.1 Sample and data collection procedure

The sample in this study was a lecturer at the UMM with a sampling method from Yount (1999) which stated that if the population was between 100 and 1000, the sample was taken 10% of the total population. The population in this study was 800 so a minimum of 10% of the total population was taken, namely 80 people. To get more general results, the researcher in this case took a total sample of 105 people. Data collection was carried out from May to June 2022 using google forms.

2.2 Research instruments

The indicators for each variable are taken from research (Malik *et al.* 2021) and (Oo *et al.* 2018), namely for CSR consisting of three indicators, for OCBE there are 7 indicators, and the last 3 indicators for the green performance variable. The statement in the questionnaire uses a Likert scale with 5 points scale from strongly disagree to point 1 and strongly agree to point 5.

2.3 Data analysis

A quantitative survey approach research design has been adopted in the current study. Evaluation of the measurement model or outer model by looking at convergent validity (loading factor > 0.70), looking at discriminant validity, looking at average variance extracted (AVE > 0.50), and looking at construct reliability (> 0.60), it can be concluded that the measurement model is acceptable. Then further testing of the structural model or the inner model (model hypothesis) should be done by looking at the t value of the bootstrapping results, if the t value is $> 1,992$ (sig at 5%), looking at the regression coefficient and R2 values.

The partial least square (PLS) test evaluates the goodness of fit or the suitability of the model as in the regression that looks at the value of R2 (coefficient of determination). When running PLS calculation, we will get the regression coefficient value from the relationship between the variables, while to see whether this regression coefficient is significant or not have to run PLS bootstrapping to get the T statistic value and compare it with the t table to see if it is significant or not. Mediation hypothesis testing based on the significance of the indirect effect on PLS was done manually. If the z-value in absolute value = 1.992 or the level of statistical significance z (p-value) = 0.05, it means that the indirect effect of the independent variable on the dependent through the mediating variable is significant at a significance level of 0.05.

3 RESULT AND DISCUSSION

Goodness-of-fit (GOF) is used to assess the overall model (measurement model and structural model). GOF assessment is to pay attention to the GOF value. The squared value of the loading factor value is called commonalities (Communality).

$$GOF = \sqrt{Communality \times R^2}$$

$$GOF = \sqrt{(0.802) \times (0.391)} = 0.5599$$

Based on the calculation of the GOF value, a value of 0.5599 (GoF large) was obtained, which means that the PLS model made has a high ability to explain empirical data, so it can be said that the overall prediction of the model is quite good.

3.1 The direct effect of exogenous variables on endogenous variables

This direct effect shows the magnitude of the direct effect of exogenous variables on endogenous variables without involving mediating variables.

Table 1. Direct effect.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Corporate Social Responsibility (CSR) -> Green Performance	0.253	0.253	0.071	3.578	0.000
Corporate Social Responsibility (CSR) -> Organizational Citizenship Behavior for Environment (OCBE)	0.517	0.518	0.072	7.164	0.000
Organizational Citizenship Behavior for Environment (OCBE) -> Green Performance	0.552	0.557	0.065	8.558	0.000

Original Sample (O) = coefficient path.

The estimation results of the inner model for the direct effect of CSR on green performance show a p-value of 0.000, where the value is smaller than alpha 0.05, so it can be concluded that there is a significant direct effect. positively between CSR and green performance of 0.253. The positive influence of CSR on green performance can be interpreted that the better implementation of CSR will increase Green Performance.

The estimation results of the inner model for the direct influence of CSR on OCBE show a p-value of 0.000, where the value is smaller than alpha 0.05, so it can be concluded that there is a direct influence (direct effect) which is positively significant between CSR and OCBE of 0.517. The positive influence of CSR on OCBE can be interpreted that the better implementation of CSR will increase OCBE.

The estimation results of the inner model for the direct influence between OCBE on Green Performance show a p-value of 0.000, where the value is smaller than alpha 0.05, so it can be concluded that there is a direct effect. It is positively significant between OCBE and green performance of 0.552. The positive influence of OCBE on green performance can be interpreted that the better the OCBE, the more it will increase green performance.

3.2 The indirect effect of exogenous variables on endogenous variables

This indirect effect shows the magnitude of the direct effect of exogenous variables on endogenous variables by involving mediating variables.

Table 2. Specific indirect effects.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Corporate Social Responsibility (CSR) -> Organizational Citizenship Behavior for Environment (OCBE) -> Green Performance	0.286	0.288	0.052	5.543	0.000

The path coefficient value for the indirect effect of CSR through OCBE on green performance is 0.286 indicating a p-value of 0.000 which is smaller than 0.05, so it can be concluded that the indirect effect between CSR through OCBE on green performance is significant. In other words, the better the implementation of CSR, the more it will increase OCBE, and thus increasing OCBE will increase green performance.

4 CONCLUSION

Empirically, good implementation of CSR by universities affects increasing OCBE, namely the behavior of organizational members to care more about their environment. This behavior turns out to be very important if it is associated with efforts to improve the green performance of lecturers. Lecturers as members of the most important organizations and a reflection of the face of universities in society must continue to strive to improve OCBE in their daily lives. In addition, leaders in universities must also continuously improve CSR programs to encourage increased OCBE implementation. It is hoped that in the end, Green's performance will also get better and of course, this will have a positive impact on the performance and image of PT in the eyes of its stakeholders.

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