

ORIGINAL RESEARCH PAPER

The impact of green training, green reward, and green recruitment on organizational citizenship behavior for environment

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ABSTRACT

BACKGROUND AND OBJECTIVES: Green Tourism to be an important factor as a medium of learning information for residents, managers and government. However, since Covid-19 this sector has experienced a decline in the performance of human resources for greening at the Gembira Loka Zoo conservation agency, even though this plays an important role. At the beginning of this pandemic, it was like "starting from scratch" in procuring environmentally friendly human resources. This study aims to analyze the Effect of Green Training, Green Reward, and Green Recruitment on Organizational Citizenship Behavior for Environment Employees at the Gembira Loka Zoo conservation agency, Yogyakarta, Indonesia. This research is interesting, because of the innovative research conducted in the conservation sector on employees who are environmentally conscious.

METHODS: This study uses inferential statistics. Field and library methods, literature reviews, and questionnaires were used to gather information. This study used a saturated sample method with quota sampling technique on 147 employees of the Gembira Loka Zoo conservation agency with Variance Based Structural Equation Modeling analysis. The outer model was made by testing the quality of raw material instruments with reliability tests using the Cronbah's Alfa method and Composite Reliability > 0.7. The validity test used convergent validity and discriminant validity with outer loading factor > 0.70, and discriminant validity with Average Variable Extract > 0.50. Inner model by looking at goodness-of-fit. Finally, the collected data was analyzed using SmartPLS version 4 software.

FINDINGS: Based on the results of Structural Equation Model test, all indicators are reliable where the loading factor and Composite reliability > 0.7, all variables are valid because Average Variance Extracted > 0.50, P < 0.05 value for hypotheses 2 and 3 is accepted, while hypothesis 1 is rejected because P > 0.05. This model is in accordance with the goodness of fit measures.

CONCLUSION: The results of the study show that Green Training has no effect on Organizational Citizenship Behavior for the Environment, but green reward and green recruitment have a positive and significant effect on Organizational Citizenship Behavior for Environment, and green recruitment has a positive and significant effect on Organizational Citizenship Behavior

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INTRODUCTION

Green tourism is a biodiversity area that serves as a real witness over time for destination sustainability initiatives. This sustainability makes the tourism sector a lesson for citizens, namely visitors, local residents, managers, and the government (Branstrator et al., 2023; Le Dinh et al., 2022). Green tourism must follow environmentally friendly measures in operations and management to contribute to greening the environment, and improving people's lives (Ibnou-Laaroussi et al., 2020; Saif et al., 2023; Samimi, 2024). Gembira Loka Zoo as a conservation organization is a key factor in animal and plant conservation as well as a tourist spot which is a fun place to learn about various animals and plants as well as educational and family tourism in Yogyakarta, Indonesia, during the Covid-19 pandemic experiencing a decline in performance, and endemic or post-Covid-19 period must involve green factors for future performance. The green factor as the front guard, namely human resources at the Gembira Loka Zoo conservation organization (Febriono, 2020), so that the management will uphold ideals that are in harmony with the basics of environmental ethics (Nurjannah et al., 2020). Along with the development of the expansion of the tourism sector, Human Resources (HR) are needed who must have knowledge of dynamic environmental behavior. To increase the efficiency of environmental management, Organizational Citizenship Behavior for Environment (OCBE) organizations must play an important role (Gurmani et al., 2021). Support for OCBE comes from training activities so that people understand the value of environmental protection in the workplace and will be better able to adapt. Employees will also gain important knowledge about how to save resources and reduce waste at work (Mačiulytė and Sekhniashvili, 2021). Habit by implementing environmentally friendly training (green training) such as energy conservation through green training to be more aware of the value of protecting the environment and to more easily accept environmental management procedures (Silvester et al., 2019; Samimi et al., 2023). The process of educating staff members how to behave and environmental management in the organization is applied to the organizational environment (Jayabalan et al., 2020), requires management of green training supported by green rewards, as a reward for employee performanc. With the implementation of green

rewards, it is hoped that they can be used as a tool to encourage environmental initiatives in business and programs to promote employee awareness of organizational environmental values (Mandago, 2018). These green awards enhance employees' green skills, knowledge and behavior as well as their commitment, motivation and alignment with the organization. This commitment develops a sense of green citizenship among employees, who perceive themselves as loyal members of the organization and contribute to their role in improving and stabilizing the organizational environment (Meng et al., 2022).

Theoretical review and hypothesis development Green training on organizational citizenship behavior for environment

When Green training is implemented, the company is expected to be able to make employees more sensitive and active in socializing so that they care more about the importance of protecting the environment. To bring up organizational citizenship behavior for the environment based on environmental awareness, skills, employee expertise, creating emotional involvement of employees in environmental management that is embedded in each employee, it is necessary to have green training (Bharti et al., 2022). Green Training aims to advance environmental management systems (Mansour, 2023). Organizations must educate and train their employees through environmental training to achieve sustainable performance (Dumont et al., 2017). Then it can educate employees about informal practices such as energy conservation to reward voluntary green behavior (Ercantan and Eyupoglu, 2022). As a green training agenda in environmental control to create programs to protect and solve problems regarding the environment is very important to improve OCBE better (Japir Bataineh et al., 2023). Scholars have also underlined that green training enhances pro-environmental behavior throughout the organization and portrays a better image of social responsibility within an organization or company.

Based on this statement, the hypothesis formulation can be determined, namely:

H1: Green training has a positive and significant effect on Organizational Citizenship Behavior for the Environment.

Green reward on organizational citizenship behavior for environment

Implementing green rewards as a form of appreciation for employee performance while working will motivate employees to carry out their respective job descriptions (Wang *et al.*, 2022). Green reward is a potential method for promoting environmental management activities and can be an effective tool to support organizational environmental activities (Tirno *et al.*, 2023). As well as with recognition and praise through non-financial rewards, employees will be more motivated to protect the environment (Alabi *et al.*, 2022). The sustainability of organizational environmental performance is highly dependent on green rewards and organizational management practices to positively manifest OCBE (Yue *et al.*, 2023). Based on this statement, the hypothesis formulation can be determined, namely:

H2: Green rewards has a positive and significant effect on Organizational Citizenship Behavior for the Environment.

Green recruitment on organizational citizenship behavior for the environment

Green organizations should recruit members who are also committed to environmental issues. The issue of green recruitment issues should apply candidates who can maintain environmental values (Jiao *et al.*, 2022). Green hiring is a concern and aligned with the company's increase in attracting environmentally conscious talent. Employees are involved in green activities, creating a green learning climate that encourages employees and management to participate in and address environmental issues (Agrawal and Pradhan, 2023). Furthermore, by implementing Green Recruitment, employees have

a background of love for the environment and actively increase their environmental knowledge, and ultimately have a real impact on employee performance (Malik *et al.*, 2021). Providing an understanding that companies should have an environmental policy, this needs to be supported by the way the organization implements environmentally sound workforce recruitment (Memon *et al.*, 2022). When a company implements green recruitment correctly in its procedures, it will increase OCBE, meaning that there is efficient employee involvement in environmental behavior in the company (Elena and Renate, 2022). Based on this statement, the hypothesis formulation can be determined, namely:

H3: Green recruitment has a positive and significant effect on Organizational Citizenship Behavior for Environment.

To facilitate understanding, more in Fig. 1.

This study aims to explain the relationship between Green Training, Green Reward, Green Recruitment, and OCBE at the Gembira Loka Zoo Conservation Institute, Indonesia. This study was conducted in Indonesia, in July 2022 to February 2023.

MATERIALS AND METHODS

Survey design and data collection

The approach used in this study is a multivariate analysis approach. This study adopts from research (Arulrajah *et al.*, 2016) or green training variables, (Obaid and Alias, 2015) for green reward variables, (Tang *et al.*, 2018) for green recruitment variables, and (Gurmani *et al.*, 2021) for organizational citizenship behavior for environment variables. These variables are measured by 21 indicators, which are measured

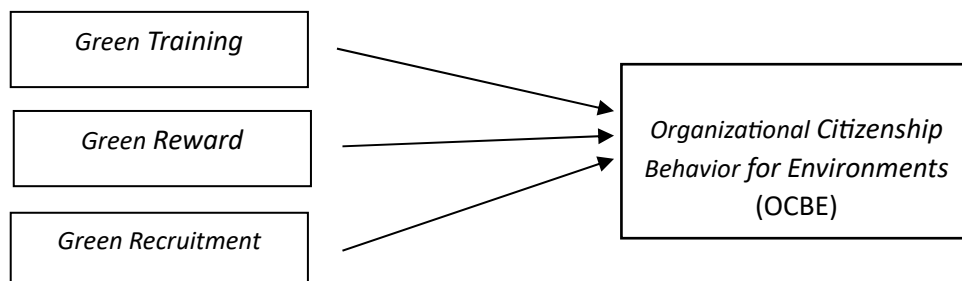


Fig. 1: Research framework

Organizational citizenship behavior for environment

Table 1: Mean and outer loading

Variable	Questionnaire	Mean	Loading
Organizational Citizenship Behavior for Environment (Y)	Y.1. I spontaneously give of my time to help my colleagues account for the environment in everything they do at work.	4,141	0.836
	Y.2. I encourage my friends to adopt environmentally conscious behavior.	4,152	0.865
	Y.3. I encourage my colleagues to share their ideas and opinions on environmental issues.	4,111	0.872
	Y.4. I spontaneously talk to my colleagues to help them better understand environmental issues.	4,061	0.851
	Y.5. Even when I am busy, I am willing to take time to share information about environmental issues with new colleagues.	4,040	0.907
	Y.6. I actively participate in environmental events organized by my organization/company.	4,061	0.880
	Y.7. I consciously and voluntarily carry out environmental initiatives in my daily work.	4,061	0.880
	Y.8. I offer suggestions to co-workers on more effective ways to preserve the environment even though it is beyond my direct responsibility.	4,101	0.890
	Y.9. In my work, before I do something, I always consider the consequences of my actions whether they can affect the environment.	4,051	0.889
Green Training (X1)	X1.1. Provide training to develop skills and knowledge related to the environment	4,091	0.904
	X1.2. Provide training to reduce long distance business travel and recycling.	4,028	0.828
	X1.3. Provide training to create 'environmental awareness' among the workforce.	4,071	0.909
	X1.4. Provide environmental education to the workforce.	4,051	0.877
	X1.5. Provide training to staff to produce workspace green analysis.	4,040	0.911
Green Reward (X2)	X2.1. The company provides non-financial rewards for good employee environmental performance.	4,071	0.843
	X2.2. Companies are able to appreciate the environmental performance of employees.	3,980	0.900
	X2.3. Companies can reward financially for good employee environmental performance.	4,081	0.893
	X2.4. Give praise to employees who have done a good job.	4,172***	0.904
Green Recruitment (X3)	X3.1. Attract green job candidates using green criteria in selecting organizations.	4,020**	0.931
	X3.2. Recruit employees who have environmental awareness.	4,121	0.935
	X3.3. Using green company branding to attract eco-friendly employees.	4,040	0.887

Lowest average *Highest average

by a Likert scale of 1 – 5 (1 = strongly disagree, and 5 = strongly agree). Sampling used the simple random sampling method (Ramezan *et al.*, 2019), because the sample population is homogeneous. How to collect data using google form with quota sampling technique to 147 employees at Gembira Loka Zoo conservation institute, Quota sampling is carried out by collecting data continuously until all samples are fulfilled.

Analytical framework

The analysis tool uses validity, reliability, Structural

Equation Modeling (SEM) tests, and hypothesis testing. Inferential statistics are used with the Cronbach’s Alpha technique and Composite Reliability > 0.6 (Juliandi *et al.*, 2014) for reliability tests to ensure the accuracy of the outer model (Agirre *et al.*, 2006). Convergent validity is determined when the outer loading factor is more than 0.70 (Chin, 1998), and discriminant validity is determined when the AVE is greater than 0.50 (Sarstedt *et al.*, 2014). The entire model uses goodness of fit analysis (Henseler *et al.*, 2015) to build an internal model. The software used is SmartPLS Statistics version 4.0

RESULTS AND DISCUSSION

Descriptive statistics

Respondents’ demographic data based on gender, age, and last education. The respondents were dominated by male employees 88 people or 60% with ages 21-30 years there were 83 or 57% and Senior high school 106 or 72%.

Estimating the PLS model in [Table 1](#), all indicators have a loading factor value of > 0.7, so it can be concluded that the model meets the convergent validity requirements. Overall that social media contributes to increasing employee participation in the decision-making process ([Tajpour et al., 2023](#)).

Average Variance Extracted (AVE), Cronbach’s Alpha dan Composite Reliability

[Table 2](#) shows that all the variables are valid, as all values of Average Variance Extracted > 0.50 ([Sarstedt et al., 2014](#)), and concludes that all variables are declared reliable because the Composite Reliability and Cronbach’s Alpha values ≥ 0.70 ([Ghozali, 2018](#)).

Discriminant Validity

[Table 3](#) for the discriminant validity, square root of the average variance extracted (AVE) for each factor was compared with the correlations between that and all other factors. It has been suggested that

square roots of the AVEs should be greater than correlation coefficient between the constructs, which indicates that a construct is more strongly correlated with it’s indicators than with the other constructs in the model ([Shrestha, 2021](#)). Referring to [Table 4](#), there is no correlation between Green Training and Organizational Citizenship Behavior for the Environment as measured by the t-statistic of 1,062. The original sample value is -0.095. The original sample value was 0.568 and the t-statistic value was 6.918, both of which show that green awards have a positive value for Organizational Citizenship Behavior for the Environment. The T-statistic of 6,940 and the original sample value of 0,528 shows that green recruitment is a positive variable from Organizational Citizenship Behavior for the Environment.

Path coefficients P- values

It is necessary to carry out a suitability test using several indicators in accordance with the objectives to find out whether the proposed model is good and correct in a study ([Hair et al., 2010](#)). Based on [Table 5](#), the Strandardized Root Mean Square Residual (SRMR) value in this study was 0.052, so that the model in this study is suitable ([Shi et al., \(2018\)](#)). In addition, the d_ ULS and d_ G confidence intervals were not obtained

Table 2: Average Variance Extracted (AVE)

Variable	AVE	Cronbach’s Alpha	Composite Reliability	Test Result
Green Training (X1)	0,785	0,931	0,934	Valid and reliable
Green Reward (X2)	0,784	0,908	0,910	Valid and reliable
Green Recruitment (X3)	0,843	0,906	0,908	Valid and reliable
OCBE (Y)	0,765	0,962	0,962	Valid and reliable

Table 3: Discriminant Validity (Fornell Larcker Criterion)

Variable	Green Training (X1)	Green Reward (X2)	Green Recruitment (X3)	OCBE (Y)
Green Training (X1)	0,886			
Green Reward (X2)	0,892	0,885		
Green Recruitment (X3)	0,909	0,880	0,918	
OCBE (Y)	0,892	0,948	0,942	0,875

Table 4: Test Hypothesis

Variable	Green Training (X1)	Green Reward (X2)	Green Recruitment (X3)	OCBE (Y)
Green Training (X1)	0,886			
Green Reward (X2)	0,892	0,885		
Green Recruitment (X3)	0,909	0,880	0,918	
OCBE (Y)	0,892	0,948	0,942	0,875

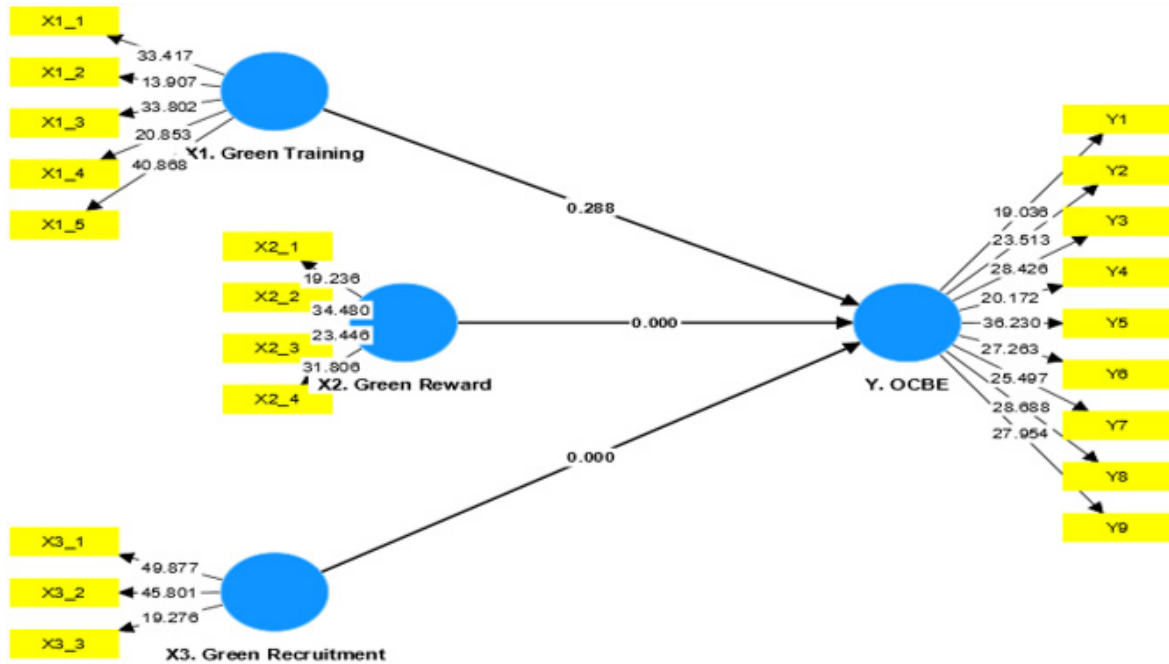


Fig. 2: Path Coefficients P values

Table 5: Goodness-of-Fit Measures

Indicator	Result	Criteria
*SRMR	0.052	acceptable if ≤ 0.08
**d_ULS	0.635	acceptable if ≥ 0.95
***d_G	0.038	acceptable if $P \geq 0.05$
Chi-square	164.065	close to zero
****NFI	0.980	acceptable if ≥ 0.90

* Standardized Root Mean Square Residual - ** Squared Euclidean distance - *** Geodesic distance - **** Normed Fit Index

using the “normal” bootstrap approach, so there is no correlation between d_ULS (squared Euclidean distance) and d_G (Geodesic distance) values. In one study, the model used was declared good if the covariance matrix of the empirical model was equivalent to the covariance matrix of the estimated model or the p value results in the chi square test (Henseler et al., 2015). In this study, the chi square value was 164.065 > 0.05, which means that H₀ is accepted. In addition, the NFI value in this study was 0.980, so it can be concluded that the model used in this study was good. According to Al-Ghmadi et al., (2021) states that when the NFI value gets closer to 1, it can be concluded that the model used is good, and

the NFI value is from 0 to 1.

Green training has no effect on organizational citizenship behavior for the environment

Based on the results of the descriptive analysis in this study, it can be seen in the distribution of the questionnaires in question X1.2. Provide training to reduce long distance business travel and recycling (lowest mean). Based on the average and loading, it is considered low. According to Yi and Park, (2015) states that remote work and company recycling have an impact on high operational costs and continue to increase so that they do not support the management system. This also has an impact on the inefficiency of work organization, has an impact on employees

who are less organized and worsens work efficiency. Another impact is the lack of net sustainability, and a number of employee behaviors, ranging from travel to energy consumption, digital devices and waste management itself (Abdoli, et al., 2011). And influence on a number of situational factors such as real estate development and environmental infrastructure (Gurumurthy and Kockelman, 2020). The way to overcome these problems is through an appropriate and relevant training needs analysis (Morrison, 2023). Steps that can be taken are to improve employee performance through training coordinated by the right trainers, so as to develop the quality of employees so that the company's vision and mission can be realized (Japir Bataineh et al., 2023). In addition, interaction within an organization must be increased in order to increase the sense of togetherness in an organizational environment (Mozammel, 2019). Another way to overcome this problem is to reduce paper use, this technology also allows saving paper in operation. Technological developments can also be maximized in every company activity, using the help of this technology, communication will become easier and cheaper (Chakravarty and Mishra, 2019). The theoretical contribution is that green training must involve certified trainers and produce green behavior.

Green rewards have a positive and significant effect on organizational citizenship behavior for the environment

The application of Green rewards in the organizational environment is important in supporting environmental activities within the organization. Nowadays, organizations develop reward systems to foster employee self-awareness which aims to implement environmentally friendly properties (Ullah et al., 2020). Employees can be motivated by being given green rewards and compensation, to motivate them to carry out practical green activities. Thus, the organization plays an important role in developing green rewards among its employees, this can improve employees' green skills, knowledge, and behavior as well as their commitment, motivation, and alignment with the organization (Shafique et al., 2017). Based on the results of the descriptive analysis in this study, it can be seen in the distribution of the questionnaires in question X2.4. Give praise to employees who have done good performance (highest mean). Based on

the average and loading including high scores. In general, this means that employees at Gembira Loka Zoo conservation, Yogyakarta, Indonesia, consider that giving positive praise with the aim of building an individual, which is done verbally to employees, is very important for better performance by employees. This was not spared from the positive word affirmations taught by the expert staff to their members who have achieved performance in accordance with the vision of the Gembira Loka Zoo Conservation Institute. Then green rewards can be a way for employees to be consistent with their work in an organization (Tsybaliuk et al., 2022). Theoretical contribution, green rewards are part of the benchmark for morale and improve employee performance, the results of this study support research of Amani et al, (2022).

Green recruitment has a positive and significant effect on organizational citizenship behavior for the environment

With the implementation of green recruitment within the company, so as to recruit job candidates who use environmentally friendly criteria to choose organizations so that they are aware, and can be involved in maintaining the environment after entering the world of work (Lulaj, 2023). Typically, such companies also prefer to hire employees who exhibit a green mindset and an eco-friendly approach to work and other job prospects (Guerci et al., 2016). Based on the results of the descriptive analysis in this study, it can be seen in the distribution of the questionnaire in question X3.2. Recruit employees who have environmental awareness (highest mean). Based on the average and loading including high scores. In general, this means that employees at the Gembira Loka Zoo Conservation Institute think that with the organization where they work in attracting human resource candidates, having an awareness of understanding environmental friendliness is important in their work in caring for animals and the surrounding environment (Alvarado et al., 2009). Providing an understanding that companies should have an environmental policy, this needs to be supported by the way the organization implements environmentally sound workforce recruitment (Han et al., 2023). The theoretical contribution of this research supports research of Kumar and Pandey (2018) where green recruitment is a fact in making important decisions in organizational sustainability.

CONCLUSION

The results of the study show that green reward and green recruitment have an impact on OCBE, but this is not the case with green training. This means that and at the same time providing advice or developing recommendations, appropriate and certified training from expert sources is needed, and is carried out on an ongoing basis, so that the training objectives are successful and are able to create time, effort and cost efficiencies. Another recommendation that can be made is that it is necessary to carry out a performance evaluation, the goal is to produce according to the desired target, if the evaluation or target is not appropriate then further action is needed. This needs to be considered as a recommendation for stakeholders and decision makers in this conservation institution. The limitations of this research were carried out on a relatively small organizational scale, namely the Gembira Loka Zoo conservation organization in Indonesia, further research can be applied to other larger organizations and in other countries, by involving another variable green motivation as a moderator variable, this is a research recommendation that will dating.

AUTHOR CONTRIBUTIONS

A.R.P., Saputra performed the literature review, research design, data analysis and interpretation, and prepared the manuscript for publication. W., Widarta, conducted the literature review, data collection, analyzing and interpreting the data, and editing manuscripts for publication. I., swiyanto performed the questionnaire, grouping and arrangement of the data, script preparation, and run the smart PLS.

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CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and,

or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

ABBREVIATIONS

AVE	Average variance extracted
CA	Cronbach's alpha
CR	Composite reliability
FLC	Fornell larcker criterion
GoF	Goodness of fit
M	Mean
NFI	Normed fit index
O	Original sample
P	Probability
SEM	Structural equation modelling
SRMR	Standardized root means square residual
STDEV	Standard deviation
T	T statistics

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