FACTORS AFFECTING ENVIRONMENTAL ORGANISATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

Organisational Citizenship Behaviours directed towards the environment or can be called as Environmental Organisational Citizenship Behaviour (OCBE) is an individual engaging in voluntary and unrewarded environmental actions that go beyond their requirements. In order to lead individual in ecologically friendly behaviour, there are few values that need to be tested. The researcher used only three factors which are environmental concern, perceived organisational support and affective commitment. This study was conducted among the employees at Ministry of Work to identify whether these values have any significant influence with the OCBE in impacting the organisation to comply with the new environmental regulation in reducing negative environmental impacts. This is to help the organisation to address the needs that helps them to identify the possible factors that can influence the OCBE of the employees who works in their organisation. In this study, 200 questionnaires was distributed to the management sectors employee in the Ministry of Works. The researcher conducted reliability analysis, Pearson correlation analysis and multiple regression analysis in order to test the hypothesis. The finding results confirmed only one variable which was perceived organisational support that significantly influenced OCBE.

Keywords: environmental organisational citizenship behaviour, environmental concern, perceived organisational support, affective organisational commitment

INTRODUCTION

Affective organisational commitment, perceived organisational support for employee environmental efforts, and organisational citizenship behaviour toward the environment are all examined in this study to better understand their relationships with individuals. An organisation is under increasing pressure to comply with new environmental regulations and to lessen their adverse effects on the environment. Successful environmental management has been shown to support organisational innovation in addition to general firm performance (Klassen & McLaughlin, 1996) and sustainability achievements (Tewari *et al*., 2021). As a result, an increasing number of businesses are incorporating the idea of environmental sustainability into their business strategies or introducing 'green' technology. This adoption of 'green' technology could partially solve the issue. This mechanistic strategy, however, ignores the crucial part that human behaviour plays in the 'greening' process. Organisational greening is not just based on formal management practices, initiatives, or tools. In fact, employee-driven initiatives such as forming a green committee, sorting and recycling waste, and suggesting process improvements for energy efficiency can all significantly affect environmental performance (Ramus & Killmer, 2007).

When it comes to addressing their environmental impacts, businesses must constantly be aware that their employees' environmental behaviour is a critical component of the solution. Businesses are under pressure to take on greater environmental responsibilities from customers, suppliers, the general public, and even the government. Organisations do not take into account employees' participation in environmentally friendly actions at work. According to reports on a study of these behaviours at work, rewards, promotions, or penalties are viewed as some of the least effective strategies for motivating employees to engage in 'greener' behaviour (Francoeur *et al*, 2021). However, the development of 'green' technology ignores the crucial part that human behaviour plays in the 'greening' process.

In the absence of any explicit definition, Organ (1988) defined OCB as personal and volunteer behaviour that goes above and beyond one's assigned job responsibilities. The range of such behaviors of OCB can be defined as doing extra work without complaining in order to assist other workers within the organisation. Since many green behaviours are not taken

into account by formal environmental management systems, it is important to distinguish between involvement that is voluntary and involvement that is based on compliance (Daily, Bishop, & Govindarajulu, 2009; Francoeur *et al.*, 2021).

One of the key success factors in organisational greening is typically thought to be employee environmental initiatives (Daily *et al.*, 2009; Ramus & Killmer, 2007). Organisational citizenship behaviours toward the environment, or OCBE, are a result of developments that aimed to integrate OCB theories into the literature on environmental management (Daily *et al.*, 2009; Ramus & Killmer, 2007). Employees' discretionary actions within the organisation that are not rewarded or mandated and are geared toward improving the environment are referred to as OCBE.

There are numerous research relating to the factors influencing organisational citizenship behaviour directed towards the environment. Past researchers focused directly on the factors that drive the emergence of OCBE in which it was by (Daily *et al.*, 2009; Ramus & Killmer, 2007). There are also researchers who studied on the environmental behaviours at the individual level within the organisations. Research by Eisenberger, Fasolo, & Davis-LaMastro (1990) also studied the related variables regarding the factors of OCBE.

However, one study is limited by earlier research because it empirically investigated its proposed relationships (Eisenberger, Fasolo, & Davis-LaMastro, 1990). According to Singer & Lamm (2009), using voluntary behaviour is necessary for making environmental gestures. The importance of employee initiatives for bettering environmental practices has been amply documented in the literature, but the role of OCBE has received little attention. In order to determine the factors influencing organisational citizenship behaviour with regard to the environment, this research will investigate those factors.

OBJECTIVES

There are three objectives for this study which are:
1. To investigate whether environmental concern affecting OCBE.
2. To study whether the perceived organisational support for employee environmental effort affecting the OCBE.
3. To determine whether the affective organisational commitment affecting the OCBE.

LITERATURE REVIEW

Environmental Organisational Citizenship Behaviour (OCBE)

Environmental Organizational Citizenship Behaviour are characterised by workers engaging voluntarily in environmental actions and unrewarded that their actions goes above and beyond their job requirements in an organisational setting (Daily *et al.*, 2009). The engagement of an employee in organisational behaviour directed towards environmental concern (OCBE) is one of the key factors in successful corporate greening (Daily *et al.*, 2009; Ramus & Killmer, 2007). An organisation may achieve a successful environment management which has been seen to allow sustainability achievements (Klassen & McLaughlin, 1996) that brings out the result of many organisations integrate the concept of environmental sustainability into the strategies of their business (Pfeffer, 2010). The integration of this concept has come up on the idea of the role of human behaviour in 'greening' process (Temminck, Mearns, & Fruhen, 2015). The organisation itself could not be able to achieve the environmental success if each individual within the organisation disregards their role in involving with the concept (Temminck *et al*., 2015). There are abundance of research that identify drivers in individual engagement in pro-environmental at home, (Diaz-Rainey, Siems, & Ashton, 2011; Kollmuss & Agyeman, 2002; Mascatelli *et al*., 2021). However, literature are lacking consideration of employees' environmentally responsible behaviour at the workplace (Temminck *et al*., 2015). It has been stated above that OCBE is a voluntary environmental actions which is considered as an environmental initiative done by the employees OCBE in the workplace that does not restrict the efforts of an employee in any specific time.

Environmental Concern

The concern for the environment is related to how much people see themselves as a part of the natural environment (Schultz & Oskamp, 1996). It comes from the values held by people, their families, their communities, plants, or animals (Daily *et al*., 2009). People who care about the environment are more likely to act sustainably because they believe that any harm to the environment will eventually harm them (Daily *et al.*, 2009). People who care more about the environment are also more likely to act in an environmentally friendly manner, claim Czap & Czap (2010). Environmental concern has mostly negligible effects on environmentally conscious behaviour (Albayrak, Aksoy, & Caber, 2013). For many applied environmental issues, from regional problems like water pollution to global problems like climate change, understanding environmental attitudes is essential. But it is not always easy to measure environmental attitudes effectively. Despite the fortunate inheritance of decades of measurement work from disciplines like sociology, psychology, and education for today's scholars, navigating the vast array of scales still presents a challenge. There is, in fact, an incredibly diverse set of measures or operational definitions of environmental concern, but there isn't a lot of research to determine whether or not these definitions are valid or reliable (Cruz & Manata, 2020).

Perceived Organisational Support of Employee Environmental Efforts (POS)

POS is defined as the employees' beliefs regarding the extent to which the organisation values their contributions and cares about their well-being (Eisenberger & Stinglhamber, 2011). The belief that the organisation will take care to fulfil its exchange obligations of noting and rewarding efforts made on its behalf would increase calculative involvement (Blau, 1964; Organ & Konovsky, 1989). The value placed on employees by the organisation is likely to have an impact on their wellbeing. Employees who feel their company does not support them enough might react in ways that are detrimental to the company (Gibney, Zagenczyk, & Masters, 2009). This demonstrates how POS causes OCBE. A crucial input that starts the process of social exchange is POS (Cropanzano & Mitchell, 2005). Employees' perceptions that their employer strives to promote a positive working environment (Lavelle, Rupp, & Brockner, 2007). This may help create an

environment where workers are more likely to reciprocate by engaging in actions that the company values (Lavelle *et al*., 2007). Accordingly, employees are permitted to engage in OCBE at work if they believe that their company values environmental sustainability (Paillé & Boiral, 2013). POS is important because it is associated with many job attitudes and behaviours. Specifically, POS is strongly connected to (a) lower burnout and stress and (b) higher organisational commitment and job satisfaction. POS is modestly connected to higher job performance and moderately associated with fewer citizenship behaviours, especially those that benefit the organisation rather other individuals. Finally, POS is strongly associated with lower intentions to leave and moderately associated with actual turnover (Rockstuhl *et al.*, 2020).

Affective Organisational Commitment

Mowday, Porter, & Steers (1982) defined affective commitment as the relative strength of an individual's identification with and involvement in a particular organisation. Affective commitment exhibits the strongest correlations with organisation related outcomes (Meyer & Herscovitch, 2001). It indicates the extent to which the employees are emotionally attached to, identifying with, and involved in the organisation (Fazio *et al.*, 2017). A core essence of commitment is a mindset that binds individuals to any particular actions which then arouse the definition of affective commitment (Meyer & Herscovitch, 2001). Strong commitment of an employee towards the organisation, will direct their behaviour to become more committed to the activities related to the organisational goals and values including the inessential tasks such as green environment of an organisation (Temminck *et al.*, 2015). Affective commitment, according to Mercurio *et al.* (2015), describes the feelings associated with employees' desire to identify with and become involved with the organisation. Strong affective commitment leads to employees who are consistently loyal to the company because that is what they truly want in their hearts. Affective commitment, according to Moshoeu *et al.* (2015), is connected to members' emotional ties to their organisations, their identification with those organisations, and their participation in those organisations' activities. High affective commitment members will stay involved with the organisation because they genuinely want to.

Employee affective commitment may develop as a result of personal traits, organisational structure traits, task importance, a variety of skills, feedback from superiors, and management involvement. Age and length of employment in the company are strongly correlated with affective commitment. Because they have complete faith in the organisation's mission, employees with affective commitment are more likely to stick around. The strength of an employee's desire to work for the company because they share its goals and values is thus a measure of that employee's affective commitment. Employees' emotional, organisational identification, and involvement are all factors in affective commitment. As long as there is a desire for the organisation, its members will continue to be involved. In accordance with Hoeve *et al.* (2018), affective commitment is connected to emotional, employee identification, and involvement in an organisational endeavor. Due to their desire to continue being members, high affective workers still join the company. Four categories—namely, the following—have an impact on each individual's affective commitment to the organisation: 1) personal traits, including gender, age, employment history, marital status, level of education, and individual assessments of competence; 2) workplace features; 3) work experience; 4) affective commitment indicators: Their Structural Features include: 1) a strong sense of belonging to the organisation; 2) has significant personal meaning; 3) feeling an emotional connection to the business (Culot & Gevers, 2021).

Environmental Concern and OCBE

According to Paillé & Boiral (2013), eco-initiatives are a type of discretionary behaviour that involve recommendations for bettering environmental performance and practices. Different methods of OCBE may be used by employees. For instance, they could seek to reuse paper and avoid waste, develop, suggest, and share new practices, or take specific actions at work to improve environmental performance (Daily *et al.*, 2009). People who are highly concerned about the environment are more likely to engage in environmentally friendly consumer behaviour (Czap & Czap, 2010). The majority of studies that examine the effects of environmental concern directly on environmentally conscious behaviour reveal low to moderate correlations between these variables. Previous studies' findings, which showed a weak connection between behaviour and environmental concern (Albayrak *et al.*, 2013). Daily *et al.* (2009) contend, however, that people who have a

strong concern for the environment are more likely to implement green practices such as OCBE in the workplace. People who care deeply about the environment are more likely to engage in OCBE than people who care less about the environment (Daily *et al*., 2009). Consequently, green training and development-related practices of the company then come into play and enhance the employees' capabilities in performing their tasks and duties in an environmental-friendly manner. Such environmental training initiatives aim to foster the employees' green skill set. Afterwards, the organisation must assess how employees demonstrate environment-friendly behaviour while performing daily tasks and routine duties. Once the organisation has evaluated the green performance of an employee, the rewards are also a key consideration. Green rewards are conferred upon those who do well in terms of their environmental performance at the workplace. The primary focus of organisational scholars examining corporate greening confirmed that it could play an influential role from the perspective of employees' pro-environmental behaviours. Apart from this CSR of the firm has also been considered as the antecedent of employees' pro-environmental behaviours. Adopting it not only encourages those who are good at it but also acts as a source of inspiration and encouragement for others to follow and imitate excellent performers (Luo *et al*., 2021).

Perceived Organisational Support and OCBE

It was well documented in this literature that there is a significance of supervisory support toward environmental improvement (Daily *et al.*, 2009). The attitudes of supervisor are major determinants of OCBE. When employee perceive that their supervisor support the particular company objective, employee will be more likely to engage in behaviour that will forward the objective (Daily *et al.*, 2009). For many employee, their supervisor is a representation of a company and often viewed as the extension of it (Ogilvie, 1987). Social exchange occurs in exchanged between organisation and its employees when something that is deemed to have any value (Abdulmuhsin & Tarhini, 2022). There is a strong empirical evidence by Lavelle *et al.* (2007) that examine the employee value the support from the organisation and that organisations value employee loyalty and extra effort beyond the job requirements. The adoption of social exchange principles contributes to generate a context in which employees are likely to reciprocate by performing behaviours valued by their organisation (Lavelle *et al*., 2007).

Therefore, this means that employees are able to engage in OCBE in the workplace if they perceive that their organisation attributes value to the cause of environmental sustainability (Paillé & Boiral, 2013).

Affective commitment and OCBE

According to research, affective commitment had a beneficial effect on OCBs (Paillé & Boiral, 2013). According to Temminck *et al.* (2015), affective organisational commitment might function as a mechanism that affected OCBE at work. People who care about the environment but aren't dedicated to the organisation are less likely to work with OCBE at their jobs, according to research (Temminck *et al.*, 2015). Employees who are dedicated to the company will participate in OCBE more frequently than those who are less dedicated (Daily *et al*., 2009). The association between affective commitment and OCBE has been validated by research (Daily *et al.*, 2009). People need to be dedicated to certain goals and strategies (e.g. Commitment to occupation, commitment to organisational change). Meyer *et al.* (2002) also noted that even when the activities pursued go against their own interests, committed individuals must act consistently and limit their behaviour to specific fields of endeavor. According to Meyer *et al.* (2002), commitment is also a stabilising force that ties and binds employees to specific target-relevant behaviours. When someone makes a commitment to a target entity, they also make a commitment to take specific actions in support of that entity (Meyer *et al.*, 2002). Employees with strong organisational commitment will participate in OCBE more than those with weak organisational commitment (Daily *et al.*, 2009).

To address this gap in the literature, the present study develops and tests a theoretical framework based on social exchange theory to examine situations under which psychological entitlement is likely to exert a positive or negative influence on employees' work attitudes and behaviours. Social exchange theory suggests that when treated well by their organisation, employees develop positive work attitudes and reciprocate in the form of positive work behaviours (Mahmud, 2022).

RESEARCH QUESTIONS

There are three research questions for this study which are:
1. Does the environmental concern affect OCBE?
2. Does perceived organisational support of employee environmental effort affect OCBE?
3. Does affective organisational commitment affect OCBE?

METHODOLOGY

The instrument that was used to collect data for this study was adopted from original questionnaires from the previous study. As for the demographic information, a self-developed questions was used. The total questions for the two sections which were demographic section and items for independent and dependent variables were 32 questions. Seven questions were on the demographic section and the remaining were on the variables items. Demographic section contained the respondents' gender, age, ethnicity, marital status, nationality, education level, working experience and department. Items on variables which were all independent variables (environmental concern, perceived organisational support and affective commitment) and also dependent variable (OCBE). Environmental concern scales were adopted from Dunlap *et al.* (2000). As for perceived organisational support and OCBE were adopted from Temminck *et al.* (2015). For affective commitment, the questions were adopted from Coyle-Shapiro & Kessler (2000). All the items consist of six questions on each variables. Five-point Likert scale was used which were 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The items were arranged according to variables and have a dual language which were English and Malay. These dual language is for the respondent to be able to understand the instructions and questions clearly.

The phrase 'population' can refer to the entire group or organisation that shares a particular trait. Population, according to Sekaran & Bougie (2016), refers to the entire group of people, occasions, or interesting things that the researcher wishes to study. The Ministry of Works' management employees were the study's target population. Using a sampling technique, a researcher can select a suitable sample group and then set the sample. This

study employed simple random sampling, one of the sampling techniques used by probability. This method involves selecting each person in the population at random and solely by chance. There will be a chance for each of them to be picked. On items that are distributed randomly, this technique works well. The table by Krejcie & Morgan (1970) that provides the provision to arrive at the necessary sample size will serve as the foundation for the decision in determining the sample size. 181 employees from the management sector will make up the sample size for this study. To gather data, 200 questionnaires were distributed.

Data collection method is a process of collecting data from different resources. It is useful in ensuring that the gathered data is accurate and reliable as it will be used to analyse the data towards the end of the report. Inaccurate data collection will impact on the outcomes of the research and lead to the invalid outcomes. For this research, 200 questionnaires were distributed. Questionnaires can be used to compare and measure the change when it has been quantified. This study used a primary data collection in gathering information. The questionnaires were collected after eight days. The researcher went personally to collect the data distributed to the respondents. Analysing data is to obtain usable and useful information. The purpose of analysing this data is to describe and summarise the data, to determine the goodness of variables, to identifying the relationships between variables which is negative or positive relationship, and lastly to identify the difference between the variables. The types of statistical techniques that have been using in this study are descriptive, frequency, means, maximum, minimum, standard deviation, cross tabulation, correlations. This research will use Statistical Package for Social Science version 23 (SPSS 23). The SPSS will help to facilitate data cleaning and check for logical inconsistency. By using this programme, the result of the study will be determined from reliability, regression, and correlation and determining whether the hypothesis can be accepted or not.

STUDY FINDINGS

Response Rate

The response rate is also known as the completion rate which is the percentage of people who answered or respond to the questionnaire survey. The questionnaire have been distributed to the employees of an organisation development department in The Ministry of Works, Kuala Lumpur. The population of this study are 334 employees and the sample size are 181 respondents. Total of 200 questionnaires have been distributed to the employees. Total of 185 questionnaires were collected and completed. While another 7.5% which are 15 questionnaires were unreturned.

Hypothesis Testing

To confirm the relationship between the dependent and independent variables, multiple regression was used. In this study, multiple regression will be used to identify the significant relationships between the variables affecting environmental organisational citizenship behaviour, also known as organisational citizenship behaviour directed toward the environment. The findings of this study may aid researchers in determining whether the dependent variable (OCBE), which is affected by the independent variables (environmental concern, perceived organisational support, and affective commitment), will be influenced or not.

The outcome in Table 1 reveals a variance of 22% in the factors that could have an impact on organisational environmental citizenship behaviour. The independent variables were responsible for 21% of the variance in the environmental organisational citizenship behaviour (environmental concern, perceived organisational support and affective commitment). Other factors outside the scope of the study determined another 78% of the results. The result showed only one factor—perceived organisational support—was positively and significantly associated with environmental organisational citizenship behaviour ($\beta = 0.37$, $p = 0.05$). Since the p-value was equal to 0.05, the relationship was statistically significant. It demonstrates how this factor had a significant impact on the OCBE. According to the p-values of 0.46 and 0.13, respectively, neither of the other variables—environmental

concern nor affective commitment—significantly affected organisational citizenship behaviour in the area of the environment. These variables, affective commitment (β= 0.11, n.s.) and environmental concern (β= 0.53, n.s.), exhibit favourable relationships but are not statistically significant. Because both variables have p-values greater than 0, the relationship between them was not significant.

Table 1: Regression Analysis for the Study

VARIABLES	β	SIGNIFICANCE
Concern	.053	.468
Support	.376	.000
Commitment	.118	.136
R Square	.22	
Adjusted *R* Square	.21	
F Test	16.850	

As for hypothesis testing, Hypothesis 1 shows that the result of this research was accepted. The finding shows that environmental concern has no significant relationship with environmental organisational citizenship behaviour. However, this study was not supported by previous research (Temminck *et al*., 2015) in which the finding of this previous research shows that this variables has significant relationship. This hypothesis shows that environmental concern may not engaged in environmental organisational citizenship behaviour. Secondly, Hypothesis 2 shows that the result of this research was accepted. The finding shows perceived organisational support have significant relationship with environmental organisational citizenship behaviour among the employees in Ministry of Works. It was a means that perceiving organisational support for employee environmental efforts can influence the OCBE among employees. This was supported by earlier research by (Rockstuhl *et al*., 2020) that supportive organisation on environmental efforts has significant relationship with the engagement of environmental organisational citizenship behaviour. Hypothesis 3 shows the result of this research was rejected. The finding shows that affective commitment has no relationship with environmental organisational citizenship behaviour in Ministry of Works. As compared to the previous research by Khan (2015) the result was positively significant compare with

the study result obtained that indicates high levels of affective commitment will result in employee engaging in environmental organisational citizenship behaviour.

In conclusion, only one independent variable has significant relationship in which it influenced the dependent variable which is perceived organisational support since it was the only p-value less than 0.01. Unfortunately, other factors (environmental concern and affective commitment) were not significant and could not be used to predict the environmental organisational citizenship behaviour. In order for the variables to be statistically significant with the dependent variable, the p-value must less than 0.05. Conversely, the results shows that the p-value of these variables were more than 0.05.

CONCLUSION

Based on the previous research, all three independent variables were predicted to have a relationship with the OCBE in the organisation. However, from the results generated by the researcher, there was only one variable that significantly influenced the environmental organisational citizenship behaviour (OCBE) among the employees which was the perceived organisational support. Organisational citizenship behaviour directed towards the environment (OCBE) or can also be called as environmental organisational citizenship behaviour among employees is quite a difficult issue to analyse at an organisational level as there are only several studies that had explored about the emergence of environmental organisational citizenship behaviour. This section discussed several recommendations for improvement. As for the first variable, environmental concern on the individual's awareness and attitudes towards the environment. A concern towards the environment especially in the context of an organisation does not specifically obliging the consciousness to be made only when in work environment. In fact, it is a gestures that can be started at home. Individual may start even by separating waste into the different bins or choosing not to make an open burning are also the behaviour that shows an individual has voluntarily engaged in environmental concern. This behaviour acts as a crucial driver that can positively influenced individual voluntary behaviour towards the environment on a workplace no matter where they are. The next

variable is perceiving organisational support. It is in nature that every human being longs for a sense of peace, care and security. A care and support from an organisation is needed by the employees. A simple and inexpensive way for an organisation to show support to the employees is by joining with them on activities related to the environment such as a corporate 'greening'. A sufficient support shows by organisation can contribute to the respond in ways that beneficial to the organisation. This will develop the employee willingness on promoting environmental initiatives at the workplace. As for the affective commitment, it is a positive emotional attachment to the organisation. Employees themselves need to hold a strong commitment towards the organisation. Moreover, by having such commitment employees will be more willing to devote time to directly engaged to the volunteer behaviour towards the activities held by the organisation including the informal tasks such as environmental related activities.

In future research, researcher can add the numbers of variables to know what other factors that can predict the environmental organisational citizenship behaviour. Besides that, limited amount of time may be the cause of having difficulties to gather information as well as to do some reading and research for the study. Thus, expanding the range of time will help researcher to have a better progress in completing the study. A research study requires a lot of time especially to gather references related to the study. Furthermore, it would be preferable if researcher can provide ample time to the respondents to answer questionnaires. Increasing the time range in future research may contribute to the study to become reliable and good. Enlarging the number of sample size may help researcher to obtain variety of responses from the respondents. As this study was limited within only in an organisation, full cooperation are the difficulties faced by the researcher. For future research, larger sample size can contribute in obtaining more data from the respondents. More precise and good findings and results may be achieved.

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