



The Impact of Organisational Citizenship Behaviour Environment: Analysis of Green Work Engagement, Green Transformational Leadership, and Green Human Resource Management on Outsourcing Employees

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ABSTRACT

Organisational Citizenship Behaviour is currently important as a form of employee concern or engagement to the company, not only for permanent employees but also for outsourced employees who do not have a direct relationship with the company. The company employs these employees through a third-party company as an employee provider. This quantitative study aims to explore the impact of Organisational Citizenship Behaviour Environment (OCBE) on Green Work Engagement (GWE), Green Transformational Leadership (GTL), and Green Human Resource Management (GHRM) on outsourced workers in the province of Yogyakarta, Indonesia. To answer that, a quantitative research method was carried out as the nature of this study, using a structural equation modelling (SEM) model, with an outer model test with validity and reliability tests and an inner model with R and Q squared tests and hypothesis testing with bootstrap analysis. all of these tests use SmartPLS-4 software. The study results showed that GTL and GHRM had a positive effect on Organisational Citizenship Behaviour, while GWE has no effect on Organizational Citizenship Behaviour for Environment. The theoretical and practical implications provide evidence that it is necessary to increase extrinsic motivation for outsourced employees through non-verbal motivation, such as giving bonuses or gifts to increase involvement in their work.

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INTRODUCTION

Many outsourcing companies have established branches in Yogyakarta, Indonesia, due to its status as a student hub, attracting recent graduates to outsourced jobs. In addition to many workers in Jogja, they are also included in the Provincial Minimum Wage group, which is quite low compared to other cities, so many outsourcing companies in Yogyakarta province collaborate with large companies such as digital and E-commerce companies whose parent companies are abroad. Many companies, including hotels and other service companies, use outsourcing services to recruit and accept employees. Companies prefer employees through outsourcing because the recruitment process also requires considerable costs and takes a long time, so companies prefer to take employees from outsourcing companies.

With many employees recruited through company outsourcing in Yogyakarta and many companies preferring outsourcing services to recruit employees, outsourcing companies have finally implemented environmental management in the employee recruitment process. As a result, the significance of environmental management has encouraged companies to adopt eco-friendly human resource management, which aims to improve organizational citizenship behavior toward the environment. Many outsourcing companies currently have established branches in Yogyakarta, Indonesia because this city is a student city, so many new graduates work through outsourcing services. In addition to many workers in Jogja, they are also included in the Provincial Minimum Wage group, which is quite low compared to other cities, so many outsourcing companies in Yogyakarta province collaborate with large companies such as digital and E-commerce companies whose parent companies are abroad. In fact, many companies, including hotel companies and other service companies, use outsourcing services to recruit and accept employees. Currently, companies prefer employees through outsourcing because the recruitment process also requires considerable costs and a long time, so companies prefer to take employees from outsourcing companies.

With many employees recruited through the company outsourcing in Yogyakarta and many companies prefer to use outsourcing services to recruit employees, outsourcing companies have finally implemented environmental management in the employee recruitment process. As a result, the significance of environmental management has encouraged companies to adopt eco-friendly human resource management, which aims to improve organisational citizenship behaviour toward the environment. This behaviour contributes to improving the effectiveness and efficiency of organisations. OCBE concept was developed from the OCB concept (Gill et al., 2023). OCBE alludes to intentional person and social activities that are not formally remunerated but play a part in supporting

the organisation's natural administration endeavours more viably (Pham et al., 2019). The existence of GHRM supports the success of the implementation of OCBE.

The significance of executing GHRM is that it will increase the enthusiasm of human assets and organisations to understand natural issues and get financial benefits for the Company (Mohammad et al., 2020). With the implementation of GHRM, it is hoped to minimise environmental damage and simplify factory waste management so that the surrounding ecosystem is maintained. Not only GHRM but also needs to be balanced with the existence of GTL or pro- environment leaders to be able to set an example for employees. Transformational leaders can inspire the generation of innovative ideas within their organisations and serve as role models for fostering creativity (Liu & Yu, 2023). This will create a system that can reduce pollution. In addition to GTL that can contribute to more viable natural administration by organisations requires the presence of GWE is characterised as the vitality that representatives provide in their assignments related to work related to the environment, the eagerness to apply endeavours at the natural level, and the level of assimilation of work related to the environment (Aboramadan, 2022). So, with the existence of GWE, employees, in carrying out their duties, care about the impact that will be caused to the ecosystem in the environment.

Based on the background, it is important for this research to be carried out because OCBE can reduce environmental pollution by contributing to its management, as well as increasing efficiency and effectiveness, to optimise the company's green environment to be maintained.

THEORY AND HYPOTHESIS DEVELOPMENT

GRHM practices human resource management that is focused on environmental issues to create an environmentally friendly workforce that benefits individuals, the business world, and the natural environment. The GHRM is considered a broader framework of corporate social commitment by conducting training, recruitment and selection, preparation and development, green salary structure, and administration implementation to employees, which is considered the most effective tool in managing the organisation. GHRM management plays an imperative part in the current OCBE activity of the workforce towards feasible execution within the fabricating industry (Jayabalan et al., 2020).

GTL motivates employees to achieve environmental goals and encourages them to take actions that exceed the expected targets of environmental performance. GTL in the company will encourage and inspire its subordinates to be more concerned about the environment. This can be associated with the GTL dimension, namely intellectual stimulation, stimulating and

supporting employees' green innovation in order to improve green behaviour and environmental performance (Nugroho & Tiarapuspa, 2023). The greater the environmentally friendly GTL, the greater the influence on organisational citizenship behaviour for the environment (Nurwahdah & Muafi, 2022)

GWE is a positive trait of employees who devote part of their thoughts to work matters; employees feel that the work that has been completed is very important because it is a form of self-appreciation for the hard work that has been done by the employee (Susanto, 2023). The existence of GWE will have a good impact on OCBE and its employees. A strong GWE will have a considerable impact on organisational citizenship behaviour towards the environment (Tawil et al., 2023)

The Effect of Green Human Resource Management on Organisational Citizenship Behaviour for Environmental Considerations

GHRM is a company policy that focuses on managing human resources in a sustainable way by integrating environmental considerations to support nature conservation within organisational practices (Astuti & Wahyuni, 2018). GHRM practices are aimed at motivating and empowering subordinates, taking into account the individual needs of each employee (Singh et al., 2020) Because GHRM has been implemented since the beginning of recruitment and selection of employees to cultivate a nature that cares for the surrounding environment so that individual volunteerism will grow beyond performance and have a positive impact on the surrounding environment. GHRM will have a positive influence on OCBE (Saputro & Nawangsari, 2021) The significant effect of environmental training programs is demonstrated through their integration into the recruitment process all the way to the promotion stage, highlighting the value of environmental education and training initiatives, so that it will have a greater potential to increase employee volunteer efforts and active participation of employees in environmental activities (Aniqoh et al., 2022) Honing environmentally friendly human asset administration is essential in shaping OCBE (Mohammad et al., 2020). The company can achieve sustainability through environmentally friendly activities and by demonstrating socially responsible behaviour (Malik et al., 2021) The implementation of GHRM in companies today is crucial as it positively affects the surrounding environment and significantly influences OCBE (Alshaabani et al., 2021) So the first hypothesis is obtained as follows:

H1: Green Human Resource Management will have a positive and significant effect on Organisational Citizenship Behaviour for the Environment

The Effect of Green Transformational Leadership on Organisational Citizenship Behaviour for the Environment

Leaders who are proactive towards the surrounding environment will be an example for subordinates in the work environment and will provide new breakthroughs regarding the handling of waste generated by the Company. GTL is a leadership process that stimulates and involves subordinates in environmentally friendly processes (Begum et al., 2022) The spirit of transformational leadership based on concern for environmental sustainability is currently essential because there has been a decline in environmental quality and the impact of environmental pollution that is often ignored by large companies (Nurwahdah & Muafi, 2022) Managers who demonstrate GTL behaviour can be an example for employees by sharing environmental values, discussing the importance of sustainability, and demonstrating a commitment to environmental issues together (Nurfetriyana & Muafi, 2023). Leadership styles can encourage organisations to implement and improve OCBE behaviours voluntarily. (Laurie & Hutabarat, 2022) Green transformational leadership behaviour leaders can influence organisational citizenship behaviour because employees will be motivated and get inspiration from leaders (Liu & Yu, 2023). Managers or superiors must be able to demonstrate an environmentally friendly leadership style so that GTL develops and stimulates the environmentally friendly creativity of employees (Mansoor et al., 2021). So that the second hypothesis is obtained as follows:

H2: Green transformational leadership has a positive and significant effect on Organisational Citizenship Behaviour for the Environment

The Effect of Green Work Engagement on Organisational Citizenship Behaviour for the Environment

GWE is described as the energy employees invest in tasks related to environmental management, their willingness to put in effort at the environmental management level, and their degree of engagement with work associated with the environment, with the existence of GWE the company will care about the surrounding environmental conditions so that it will minimise the occurrence of environmental pollution caused by outsourcing industrial waste because the waste produced is in the form of, liquid, and gas will have a negative impact on the environment will be very small (Aboramadan, 2022) With the energy provided by employees, it will have an effect on employee behaviour voluntarily which will affect environmental performance positively and have a noteworthy effect on the maintainability of the encompassing environment (Nugroho & Tiarapuspa, 2023) Positive traits of employees who devote part of their thoughts to work so that there will be voluntary employee involvement in the surrounding environment will have a significant impact. (Francoeur et al., 2021) Therefore, GWE's behaviour will positively affect and impact OCBE (Tawil et al. (2023). Employees

have high involvement in carrying out their duties and will have a high appreciation for their work so they will have a voluntary attitude towards their work (Gustiah & Nurhayati, 2022). GWE is a skill and desire to work for the welfare of the Company, as well as its willingness to make reasonable efforts for work results (Susanto, 2023). When employees have carried out GWE, employees have an awareness of the purpose of their role to produce services by giving their best abilities so that the third hypothesis is obtained as follows:

H3: Green Work Engagement has a positive and significant effect on Organisational Citizenship Behaviour for the Environment.

RESEARCH METHODS

Population and Sample

Population is a group of objects or subjects that have certain characteristics and qualities with the aim of certain considerations for drawing conclusions (Hair et al., 2022). The population of this study is all companies in Yogyakarta Province, Indonesia, which use outsourcing workers. Based on this definition, the population in this study is 1,968,100 employees working in outsourcing companies in the province of Yogyakarta, Indonesia totalling 1,968,100 people (Yogyakarta, 2024)

Sampling Methods, Techniques, Methods and Calculation of Samples

This study employs a probability sampling model combined with a double sampling technique, with data collection conducted through Google Forms.

Calculation or sample size using the Slovin formula, as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{1.968.100}{1 + (1.968.100 \times 0,05^2)}$$

$$n = 399 \text{ people}$$

The sample in the study was 399 people.

Analytical tools

This research is quantitative, meaning that it produces findings that can be obtained through statistical methods or other measurement and quantification techniques. The analysis tool used in structural equality modeling (SEM). SEM can test and evaluate many variables in one model, which is free from classical assumptions, and the results are structured. PLS-SEM testing consists of two, namely the outer model and the inner model (Ghozali & Latan, 2015). An outer model with validity and reliability tests using Composite Reliability and Cronbach's Alpha (Abdillah & Jogiyanto, 2015); for the inner model with goodness

of fit, hypothesis testing with Bootstrap.

Calculation of the outer model, validity test to test between variables, with Discriminant Validity and Average Fluctuation Extricated (AVE) > 0.5 (Henseler et al., 2015), to see the outer-loading value in each variable indicator > 0.70 (Ghozali & Latan, 2015). Meanwhile, the Reliability Test shows the consistency of an instrument by looking at the composite reliability value > 0.6, but if the Composite Reliability with Cronbach's Alpha > 0.7 is better (Hair et al., 2022). The R2 values of 0.75, 0.50, and 0.25 can be concluded that the performance is solid, direct (moderate), and weak. The Q2 value can be used to find out how good the value of the parameters is. The formula used to calculate Q2 is as follows: Q-Square = $1 - [(1 - R12) \times (1 - R22)]$. Overall testing using the SmartPLS 4.0 program.

Research Model

This research model assesses four variables, namely Green Human Resources Management (X1), adopted from Gomes et al. (2023) Gomes et al. (2023); Green Transformational Leadership (X2), adopted from Sun et al. (2022) Sun et al. (2022); Green Work Engagement (X3), adopted from Buil et al. (2019) Buil et al. (2019) and for the variable Organisational Citizenship Behaviour For Environment (Y) adopted from the study Aniqoh et al. (2022) Aniqoh et al. (2022)

Operational Definitions, Indicators, and Measurement Scales

Source: Various studies adopted by researchers.

RESULT

Respondent Profile

The profile analysis of outsourced employees was sampled by a total of 399 people with various criteria, including Gender, Age, Education, type of job, position, and income. Here, the author describes the gender and data of the respondents, which can be seen in Table 1.

Source: Primary Data Processed by SmartPLS, 2024

Based on Table 1, 99.7% of employees with a male gender are dominated by 224 or 56.1%. The age of 21-30 years is 342 or 85.7%, with D3/S1 education as many as 254 (63.7%). The type of Job was dominated by Permanent Employees 288 (72.2%), with an income of 2,000,000.00 - 5,000,000.00, as many as 316 respondents with a percentage value of 79.2%.

The final Outer model in this study resulted in the Green Human Resource Management variable reflecting eight indicators, the Green Transformational

| Information | Frequency | Percentage % |
|-------------------------------|-----------|--------------|
| Position | | |
| Employee | 398 | 99.7 |
| Manager | 1 | 0.3 |
| Gender | | |
| Man | 224 | 56.1 |
| Woman | 175 | 64 |
| Age | | |
| <20 years | 22 | 5.5 |
| 21-30 years old | 342 | 85.7 |
| >30 Years | 35 | 8.8 |
| Education | | |
| High School/Vocational School | 94 | 23.6 |
| S1 | 254 | 63.7 |
| S2 | 47 | 11.8 |
| S3 | 4 | 1.0 |
| Type of Work | | |
| Contract employees | 111 | 27.8 |
| Permanent Employees | 288 | 72.2 |
| Income (Idr-Indonesia) | | |
| < 2,000,000.00 | 19 | 4.8 |
| 2.000.000,00 - 5.000.000,00 | 316 | 79.2 |
| > 5,000,000.00 | 64 | 16.0 |
| | 399 | 100 |

Figure 1: Source: Primary Data Processed by SmartPLS, 2024

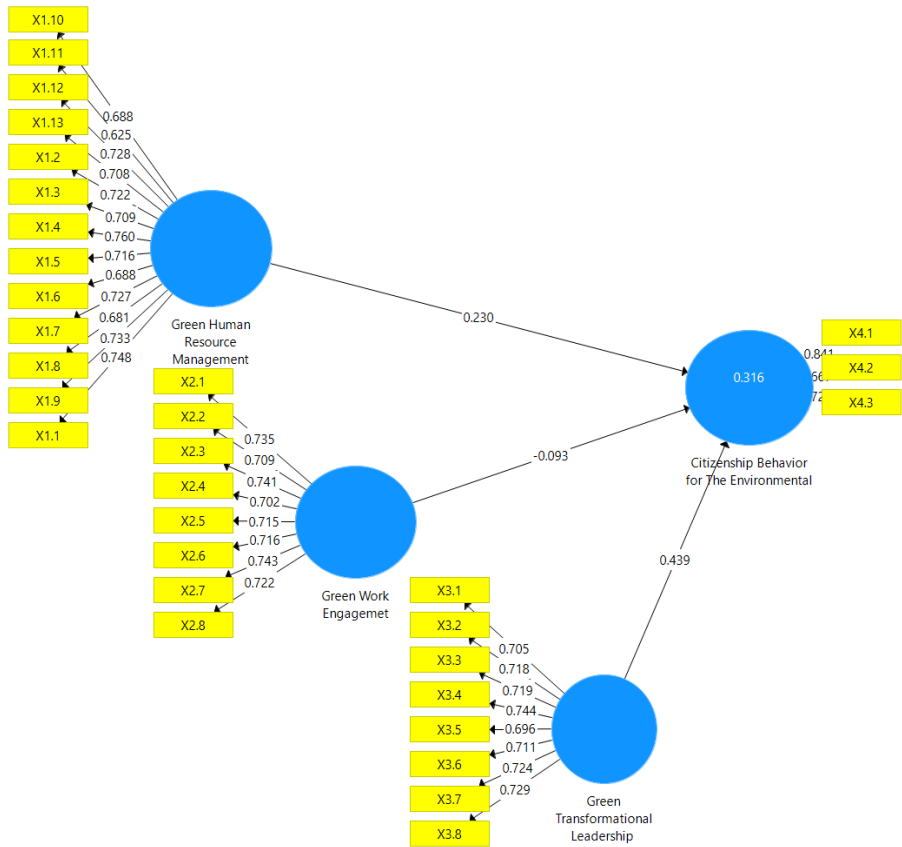


Figure 2: Source: SEM Image Output by SmartPLS, 2024

Leadership variable being eight indicators, the Green Work Engagement variable reflecting eight indicators, and the Organisational Citizenship Behaviour for Environment variable reflecting three indicators. The outer model test was performed to define the relationship between the idle variable and its pointers, counting legitimacy and reliability, by surveying focalised validity, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) with the results as shown in Table 2.

DATA ANALYSIS

Instrument Test Results

Table 2.
Mean and Outer Loading

| Variable | Indicators | Mean | Outer Loading 1 | Outer Loading 2 |
|----------|---|-------|-----------------|-----------------|
| GHRM | GHRM.1: Employee recruitment prioritises prospective employees who understand environmental concepts | 3.781 | 0.748 | 0.763 |
| | GHRM.2: The company provides training for employees to behave in an environmentally friendly manner | 3.972 | 0.722 | 0.739 |
| | GHRM.3: The company provides a briefing on the importance of environmentally friendly concepts for employees' careers in the future | 4.077 | 0.709 | 0.709 |
| | GHRM.4: The company invites employees to use public transportation to reduce air pollution | 4.145 | 0.760 | 0.781 |
| | GHRM.5: Companies use online media as a medium of communication for employees | 4.155 | 0.716 | 0.710 |

Continued on next page

Table 2 continued

| | | | |
|---|---------|--------|-------|
| GHRM.6: The company always invites employees to be innovative in their work | 4.085 | 0.688* | |
| GHRM.7: Companies pay more attention to employees who clean the work environment | 3.741 | 0.727 | 0.736 |
| GHRM.8: The company inserts environmentally friendly aspects into employee assessments | 4.010 | 0.681* | |
| GHRM.9: The company's staff and managers understand the importance of the concept of being environmentally friendly | 3.779** | 0.733 | 0.753 |
| GHRM.10: Employees provide bonuses for employees who are clean and tidy at work (producing waste products) | 4.010 | 0.668* | |
| GHRM.11: The company puts forward the concept of 3R (Reduce, Recycle, and Reuse) in the work environment | 4.030 | 0.625* | |

Continued on next page

Table 2 continued

| | | | | |
|----------|--|----------|-------|-------|
| | GHRM.12: Companies provide penalties for employees who do not behave in an environmentally friendly manner | 4.122 | 0.728 | 0.755 |
| | GHRM.13: The Company provides legal protection to those who report violations by the company related to environmental issues | 4.157*** | 0.708 | 0.705 |
| GTL (X2) | GTL.1: Leaders motivate me to work better | 4.350 | 0.735 | 0.734 |
| | GTL.2: Leaders grow my confidence in doing my job | 3.967 | 0.709 | 0.712 |
| | GTL.3: Reduction in the frequency of environmental accidents | 3.854 | 0.741 | 0.746 |
| | Leaders are my Role Models in the company | | | |
| | GTL.4: Leaders give me instructions on how to get a job done | 3.824** | 0.702 | 3.824 |
| | GTL.5: Leaders encourage me to use creativity in getting work done | 4.421*** | 0.715 | 0.716 |
| | GTL.6: Leaders encourage me to solve work problems rationally/logically | 4.002 | 0.716 | 0.734 |

Continued on next page

Table 2 continued

| | | | | |
|-----|---|----------|--------|-------|
| | GTL.7:P leadership treats me as a private individual, not just as a member of a workgroup | 3.964 | 0.744 | 0.754 |
| | GTL.8: Leaders are willing to listen to my difficulties and complaints | 3.934 | 0.722 | 0.724 |
| GWE | GWE.1: I have a high spirit and a good mentality in doing environmentally friendly work | 3.689** | 0.706 | 0.708 |
| | GWE.2: I am diligent and strive to complete difficult work | 3.756 | 0.718 | 0.721 |
| | GWE.3: The work I do inspires, challenges, and prides me | 3.882 | 0.719 | 0.718 |
| | GWE.4: I give the best performance to get the job done | 3.814 | 0.744 | 0.760 |
| | GWE.5: I have a high enthusiasm for work | 3.987 | 0.696* | |
| | GWE.6: I have a high concentration on getting work done | 3.754 | 0.711 | 0.705 |
| | GWE.7: I have a sense of happiness and engrossment in carrying out the work that is my duty | 4.295*** | 0.724 | 0.712 |

Continued on next page

Table 2 continued

| | | | | |
|------|---|----------|--------|-------|
| | GWE.8: I feel that time is so fast, and I do not feel that I have been working in this company for a long time | 4.182 | 0.729 | 0.752 |
| OCBE | OCBE.1: I volunteer to carry out actions and initiatives in the environment in my daily work activities. By reducing the use of disposable items in support of work | 4.187*** | 0.843 | 0.826 |
| | OCBE.2: I am willing if given an assignment or event on environmental issues at the company where I work | 4.140 | 0.667* | |
| | OCBE.3: I always remind and invite my colleagues to be more | 4.040** | 0.715 | 0.812 |

* Outer Loading is not used, as loading is low <0.7

** Lowest average

*** Highest average

Source: Primary Data Processed by SmartPLS, 2024

The convergent validity of the estimation show is decided by the relationship between the item/instrument score and its construct score (loading factor), with the model that the stacking calculates esteem for each instrument > 0.7. The Green work engagement variable has one invalid instrument (0.7). The OCBE 1 variable of the instrument is invalid.

Validity and Reliability

Validity and Reliability Test

Table 3.

| | GHRM | GTL | GWE | OCBE | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------|-------|-------|-------|-------|------------------|-------|-----------------------|----------------------------------|
| GHRM | 0,711 | | | | 0,919 | 0,922 | 0,930 | 0,506 |
| GTL | 0,764 | 0,718 | | | 0,866 | 0,870 | 0,895 | 0,516 |
| GWE | 0,685 | 0,774 | 0,723 | | 0,870 | 0,871 | 0,898 | 0,523 |
| OCBE | 0,502 | 0,543 | 0,404 | 0,746 | 0,605 | 0,623 | 0,789 | 0,557 |

Source: Primary Data Processed by SmartPLS, 2024

The results in Table 3 show that the stacking values of each marker item with its build are higher than the cross-loading value. So, it is concluded that all components are stronger or have an AVE value exceeding 0.5 (Henseler et al., 2015). After testing the construct's legitimacy, another step is to conduct the unwavering quality test of the build, measured by Composite Reliability (CR) in Table 3 of the pointer square that measures the CR build utilised to show great reliability. A build is announced solid on the off chance that the composite reliability value > 0.6. According to (Hair et al., 2022), the composite unwavering quality coefficient ought to, in a perfect world, be more noteworthy than 0.7, in spite of the fact that an esteem of 0.6 is still considered satisfactory. Be that as it may, conducting an inside consistency test is not required in case the construct's validity has been built up, as a substantial build is intrinsically dependable. On the other hand, a reliable construct does not automatically guarantee its validity. (Cooper & Schindler, 2014) The Table shows that Cronbach's Alpha test has an esteem of > 0.60, which means that all pointers are dependable.

Inner Model Analysis (Structural Model Evaluation)

The inner model (the inner relationship, structural model, or substantive theory) clarifies the associations between idle factors grounded in the substantive hypothesis. The structural model is surveyed by calculating the R-square for the subordinate build. The R² esteem can be utilised to evaluate the influence of specific endogenous and exogenous factors, choosing whether they have a significant influence (Ghozali, 2014) R² comes about of 0.67, 0.33, and 0.19 showing that the show is "nice," "moderate," and "powerless."

R-Square Value

R-Square Value

Source: Primary Data Processed by SmartPLS, 2024

Table 4.

| | R Square | R Square Adjusted |
|--------|----------|-------------------|
| (OCBE) | 0,316 | 0,311 |

Based on the results of the R-Square test, the esteem of 0.316 suggests that the OCBE variable is influenced by the factors of Green Human Resource Management, Green Transformational Leadership, and Green Work Engagement by 31.6%, and the remaining 68.4% is impacted by other variables that are not examined in this think about. Subsequently, it can be concluded that the R Square for the OCBE variable is direct.

Q-Square

The Q2 value in structural model testing is decided by analysing the Q2 (Prescient pertinence) value. The Q2 esteem can be utilised to assess how accurately the model and its parameters generate the observed values. The formula used to calculate Q2 is as follows:

$$Q\text{-Square} = 1 - (1 - R^2)$$

$$Q\text{-Square} = 1 - (1 - 0.3162)$$

$$Q\text{-Square} = 1 - 0.901404$$

$$Q\text{-Square} = 0.098596$$

A Q2 value > 0 demonstrates that the demonstrate has prescient pertinence, whereas a Q2 esteem < 0 shows that the demonstrate needs prescient significance.

Hypothesis Testing

Hypothesis Testing

Source: Primary Data Processed by SmartPLS, 2024

To decide the assistant relationship between sit out of gear variables, a theory test of the path coefficient between variables must be carried out by comparing the p-value number with alpha (0.005) or t-statistic of (>1.65). The measure of the P-value and t-statistics are deduced from the SmartPLS abdicate utilising the bootstrapping methodology. This test is laid out to survey hypotheses, which consolidate the taking after three hypotheses:

H1: Green Human Resource Management has a positive and significant effect on Organisational Citizenship Behaviour for the environment.

Table 5.

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values | Result |
|--------------|---------------------|-----------------|----------------------------|------------------------|----------|---------------------|
| GHRM -> OCBE | 0,212 | 0,207 | 0,079 | 2,688 | 0,007 | Hypothesis accepted |
| GTL -> OCBE | 0,429 | 0,431 | 0,087 | 4,920 | 0,000 | Hypothesis accepted |
| GWE -> OCBE | -0,053 | -0,044 | 0,081 | 0,651 | 0,515 | Hypothesis rejected |

H2: Green Transformational Leadership has a positive and significant effect on Organisational Citizenship Behaviour for the environment.

H3: Green Work Engagement has no effect on Organisational Citizenship Behaviour for the environment.

DISCUSSION

Green Human Resource Management has a positive and significant effect on Organisational Citizenship Behaviour for the environment

The first finding of the Company provides legal protection for employees who report environmental problems, this is in accordance with indicator **X1.13**: The Company provides legal protection for those who report violations by the company related to environmental problems so that employees will feel afraid if anyone commits violations with environmental problems related to environmental problems will not occur in the future.

Employees have been equipped with environmentally friendly behaviour so that it will be embedded from the beginning of work, and the company will reward employees who have behaved environmentally friendly because of this, employees will be motivated. Eco-training enhances employees' knowledge, stimulates their creativity in eco-friendly innovations, and fortifies their commitment to the environment, all of which contribute to way better natural execution (Malik et al., 2021). Green training plays a crucial role in motivating employees to tackle environmental challenges.

Rewards can influence OCBE on natural administration within the work environment since representatives will care more about the environment because the company rewards employees who care about the environment (Ahmad, 2015). Green Human Resources Management company fulfils the desires of employ-

ees on how to carry out their work so that they are satisfied with their work. This shows that when there is an adjustment between individual and organisational values, the results are positive, that is, it contributes to increasing job satisfaction and caring for the surrounding environment (Freire & Pieta, 2022). Discretionary actions not explicitly acknowledged by a formal reward system are referred to as organisational citizenship behaviour. OCBE involves voluntary actions by employees who are not compensated by the organisation but aim to enhance the environment. As such, OCBE focuses on the sustainable practices that employees engage in within the organisation (Han et al., 2019).

Green Transformational Leadership has a positive and significant influence on Organisational Citizenship Behaviour for environmental

The second finding is that the role of leaders motivates creativity in completing work, this is in accordance with the indicators **X2.1**: Leaders motivate me to work better, so employees will be motivated and more creative in completing their work on time. The role of leaders is to provide instructions to complete the work faster and more appropriately. The existence of leaders who care about the environment is expected to be an example for employees so that they will be moved to behave like their leaders. In terms of management practices, the role of leaders is crucial in providing direction and motivation to employees to develop and produce maximum work. On the one hand, companies can help existing pioneers to alter their minds and become naturally neighbourly transformational pioneers by giving preparation to them. Through coordinated preparation and outside learning openings, companies can offer assistance to these supervisors to memorise the important encounters or information of other companies (Farrukh et al., 2022).

Where the existence of green transformational leadership in the company will encourage and inspire its subordinates to be more concerned about the environment (Nurwahdah & Muafi, 2022). Where leaders focus on inspiring employees and encouraging their behaviour towards green environmental initiatives, also shows that the existence of Green Transformational Leadership includes a positive and noteworthy impact on Organisational Citizenship Behaviour for the environment (Nugroho & Tiarapuspa, 2023). Leaders play a very important role in shaping employee behaviour in the organisation, especially leaders who use the Environmental Transformational Leadership leadership style wherein the formation of environmentally friendly behaviour, motivation, support, and appreciation from leaders are needed (Laurie & Hutabarat, 2022).

Transformational leadership is a leader's approach that inspires and motivates followers by helping them recognise the significance of task outcomes, encouraging them to prioritise the organisation's goals over personal ones, and

stimulating their higher-level needs (Bakker et al., 2023). In the framework of environmentally friendly transformational leadership, the leadership plays an important role in setting an example and encouraging caring behaviour in a group. Therefore, it is crucial to offer training to executives to foster a compassionate mindset towards the natural environment and support Green Environmental Conservation initiatives, thus helping to mitigate global warming (Siyal et al., 2022). Leaders possess a personal vision for social good and inspire positive emotions like pride and enthusiasm in their followers. Such feelings lead to the behaviour of the voice. Environmentally friendly transformational leadership, in other words, influences organisational citizenship behaviour by increasing organisational commitment (Zhang & Inness, 2019)

Green Work Engagement has no effect on Organisational Citizenship Behaviour for the Environment

The third finding is that employees do not have good enthusiasm and mentality, this is in accordance with the lowest average of **the X3.1** indicator, therefore employees are not enthusiastic about doing environmentally friendly work, even though they have a sense of happiness and fun in carrying out the work that is their duty, but do not orient themselves to environmentally friendly work. This indicates that the vitality given by workers in their errands related to environmental management work does not have a significant influence and impact on the willingness and voluntariness of employees to care for the surrounding environment so that environmental pollution caused by the Company's waste can be reduced. Because employees are more concerned about their work and ignore the Company's negative impact on the environment.

Employees voluntarily contribute to environmental conditions so that pollution from the company's waste is left alone. Employees lack concern about pollution generated by the company they work for (Alshaabani et al., 2021). Employees have a high involvement in carrying out their duties and will have a high appreciation for working. However, they do not do it voluntarily because of the high demands from their superiors, so employees do their work not voluntarily but by force; they will be indifferent to the surrounding environment (Gustiah & Nurhayati, 2022).

Employees in organisations are regularly locked in in their work and can take on different parts that advantage the company, such as the activity to help colleagues and volunteering to improve the productivity, adequacy of the organisation (Juwita et al., 2023). On the other hand, seeing solid organisational bolster plays a vital part in improving work engagement, which in turn emphatically impacts organisational citizenship behaviour (Tawil, 2021). In contrast, the researchers discovered that green recruitment and choice did

not have a noteworthy impact on Green Work Engagement. In any case, giving workers green HRM hones will propel them to centre more on natural supportability and upgrade Green Work Engagement (Ari et al., 2020). It can be deciphered that great work engagement features a noteworthy impact on Organisational Citizenship Behaviour in millennial workers in manufacturing companies. However, there is no significant influence on outsourcing companies because the status of employees is only as contract employees (Hasanah & Setyaningrum, 2024). Green Work Engagement (GWE) is defined as "the vitality that representatives grant in errands related to green work, the readiness to apply endeavours at an ecologically neighbourly level, and the retention rate of green work, but this does not apply to outsourcing companies since there are regularly formats or sudden end of representative contracts (Aboramadan, 2022).

CONCLUSION

The conclusion of this study is that Green Human Resource Management and Green Transformational Leadership have a positive and significant influence on Organizational Citizenship Behavior toward the environment, but Green Work Engagement has no influence on Organizational Citizenship Behavior. The conclusion indicates that employees in outsourcing companies in the province of Yogyakarta, Indonesia, need to go deeper into green work engagement, especially good enthusiasm and mentality with extrinsic motivation such as bonuses or incentives because both can increase the engagement of outsourcing employees.

Theoretical Implications

Because employees do not have good enthusiasm and mentality, this is in accordance with the **X3.1** indicator: employees have high enthusiasm and good mentality in doing environmentally friendly work, so the theory proposed in this study is to increase extrinsic motivation in the form of non-verbal motivation so that employees are motivated to do work, this is intended so that employees have a spirit of work and Produce maximum performance because there is something that is desired at the end of each work.

Practical Implications

The findings suggest that extrinsic motivation, such as bonuses or incentives, can enhance outsourced employees' engagement.

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