



The Effect of Green Work-Life Balance and Organizational Citizenship Behavior on the Environment to Improve Environmental Performance of the Cooperative and SME Office of East Java Province Employees

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Abstract. Concern for the environment impacts environmental sustainability and the continuation of human life. A conducive environment can be realized if humans manage the environment, both in work life and personal life. Voluntary behavior to care for the environment manifests the ability to control the setting. Evidence shows that human carelessness in managing the environment causes environmental damage and pollution. This research aims to analyze the factors that affect the environmental performance of the Cooperative and SME Office of East Java Province employees. Data set from 70 employees of the Cooperative and SME Office of East Java Province were used. Regression analysis and mediation hypothesis analysis determine factors that significantly affect environmental performance. Voluntary behavior that cares about the environment is primarily related to a person's ability to balance work life and personal life. Similarly, performance in managing a good environment result from voluntary behavior that cares about the environment. The findings of this study may provide empirical evidence that the cause of a person's ability to realize a good environment is due to concern for the environment and the ability to balance work life with the environment.

Keywords: green work-life balance · environment · performance

1 Introduction

The environment plays an essential role in the survival of creatures on earth. Given the importance of the environment to life, policies have emerged to minimize things that can damage the environment. A circular economy is a way of approaching how to use resources and life cycles responsibly [1]. The amount of criticism of development in developing countries that do not consider environmental issues shows that the environment plays an essential role in the lives of creatures on earth [2]. A clean and healthy living environment can support and affect human life. Efforts to overcome socio-ecological problems are made by suggesting good atropine that maintains and improves the quality of human life without sacrificing the environment. An integrated approach

to health, for example, one health approach, always seeks to improve the human environment, animals, and ecosystems to improve human, animal, and environmental health [3]. A healthy environment is maintained [4].

Humans play an essential role in the pursuit of environmental sustainability. Organizations empower employees to solve environmental-related problems individually and in a work team [5]. Higher education plays a role in echoing environmental care initiatives to human resources on campus [6]. Ecological conservation cannot be separated from the part of humans. The environmental performance index can measure how humans can maintain environmental quality and ecosystem vitality [7].

The preservation of nature will be maintained if humans care about its environment. The ongoing global pandemic to date shows that humans are an integral part of nature. This requires humans to apply ethical concerns to the surrounding ecosystems [8]. The problem for the environment also appears in the awareness in designing structures when designing a building that is responsive to the environment or handling waste for compost production for environmental sustainability [9, 10]. Forms of concern for the environment include managing freshwater for precision irrigation of agriculture, increasing crop yields, and reducing costs while contributing to environmental sustainability [11].

In reality, problems related to ecology (the interaction between living things and the surrounding environment) are increasingly rife today. Pope Francis' efforts show that there are still environmental disregard and ecological insecurity behavior. They address ecological crises using a spiritual, ecological way [12]. Models and ideas relating to landscape identity show that environmental indifference leads to land use and natural resource management not being correctly managed [13]. Experience directly related to nature can cause trauma to the environment and generate a sense of indifference to biodiversity conservation. Experience directly related to the heart can cause trauma to the environment and a feeling of boredom with biodiversity conservation [14]. A wrong domain can threaten the resilience of agricultural systems, namely the ability of a plan to ensure that the system can cope with shocks and economic and environmental pressures [15]. It needs the government efforts to control environmental pollution, among others, through environmental administrative penalties against companies that do not care about the environment [16]. Environmental changes cause the environment to be less suitable for supporting human life. The unhealthy environment in air pollution has proven to harm human health [17]. Control of air pollution at certain intervals proved to restore environmental conditions to be feasible again for human life [18, 19]. To overcome ecological changes that are less suited to human life is to redesign the structure and plan the supply chain that serves to defend itself and survive in a changing environment (viability) [20].

Ecological problems, the loss of land so that experiencing rocky desertification, are evidence of a lack of human awareness in maintaining the environment. The absence of human awareness to protect the environment and the atmosphere shows that humans are a cause of the exploration of natural resources. It needs an understanding of soil conservation [21]. Other efforts to preserve the environment can be made by implementing environmental regulations proven to improve environmental efficiency, accumulate the economy, and influence green technological innovation [16, 22]. The study aims

to analyze the essence and role of green work-life balance and organizational citizenship towards the environment in improving environmental performance. AMO (ability-motivation-opportunity) theory is the basis for analyzing green work-life balance and organizational citizenship to the environment in improving environmental performance. This theory predicts that a person's behavior is determined by the ability to perform specific tasks, the motivation to encourage one's efforts to achieve specific targets, and the opportunity for someone to participate in activities [23].

2 Research Methods

The research design used a cross-sectional and explanatory design that aims to explain the causal relationship (causation) of green work-life balance and OCB on environment towards the environmental performance of the Cooperative and SME Office of East Java Province employees.

The data were analyzed using descriptive statistics to describe green work-life balance, organizational citizenship to the environment, and environmental performance. The research was conducted on 70 Cooperative and SME Office of East Java Province employees. Regression analysis and mediation hypothesis analysis determine which factors significantly affect environmental performance. A 5% error rate was used to determine factors that have a significant effect. Sobel-test was used to ensure that organizational citizenship to the environment can mediate the influence of green work-life balance and environmental performance.

3 Results and Discussion

Hypothesis 1: The higher the Green Work-Life Balance, the higher the OCB towards the environment. The hypothesis testing applied the t-test, which shows the effect of green work-life balance on OCB towards the environment. If the probability value > 0.05 , then H_0 is accepted, H_1 is rejected. If the probability value < 0.05 , then H_0 is rejected, H_1 is accepted. Based on the data processing results, sig value of $0.000 < 0.05$ and value t-count $4.236 > t\text{-table } 2.000$ meaning receiving H_0 at a significance level of 5%, which implies that green work-life balance has a positive effect on the OCB towards the environment. Hypothesis 2: the higher the OCB towards the environment, the higher the environmental performance. The hypothesis testing applied the t-test, which shows the influence of OCB on environment to improve environmental performance. If the probability value > 0.05 , H_0 is accepted, H_1 is rejected. If the probability value < 0.05 , then H_0 is rejected, H_1 is accepted. Based on the research data processing results, sig value of $0.000 < 0.05$ and value of t-count $4.524 > t\text{-table } 2.000$ meaning receiving H_0 at a significance level of 5%, which implies that OCB towards the environment has a positive influence on environmental performance.

The mediation hypothesis analysis method determines how much OCB influences the environment in mediating Green Work-Life Balance on environmental performance. The result of the Sobel test calculation is significant when the > 1.96 . Green Work-Life to OCB towards the environment Regression analysis. Based on statistical calculations, the value of the green work-life balance coefficient is $\beta_c = 0.31$, with t-count = 3.943 and

significance of $0.000 < 0.05$. Thus, a green work-life balance affects the OCB towards the environment.

OCB towards environment to Environmental Performance Regression analysis. Based on statistical calculations the standardized coefficient value of OCB towards environment of $\beta_a = 0.758$, with t -count = 9.569 and significance of $0.000 < 0.05$. Thus, the OCB variable towards the environment affects environmental performance.

OCB towards the environment Mediation Hypothesis Analysis. The mediator using the Sobel-test calculation shows a static test value of $3.64 > 1.96$. Thus, OCB towards the environment can mediate a green work-life balance against environmental performance.

Determination coefficient value or R^2 was carried out to measure how much green work-life balance and OCB towards environment influence environmental performance. The SPSS calculation shows a value of $R^2 = 0.664$ which means that green work-life balance and OCB towards environment affect environment performance by 66.4%, while other variables outside the model effect by 33.6%.

The results of hypothesis testing show that green work-life balance affects OCB towards the environment. These results imply that the better the person can balance his work life and personal life about environmental sustainability, the greater the commitment to voluntarily care about the surrounding environment even though it is not part of his main task. In practice, green work-life balance is one of the organization's policies in sustainably managing human resources by involving environmental aspects to maintain natural sustainability [5]. People with a work-life balance can think for the long term about expectations in their lives and can make it prosperous, willing to make time to hear and pay attention to others [8, 24, 25].

The results of hypothesis testing show that OCB towards the environment affects environmental performance. These results imply that for someone who voluntarily wants to do tasks outside of their primary job (in this case, related to environmental sustainability), then his environmentally friendly behavior to keep the surrounding environment sustainable is also higher.

The study's results support the AMO theory that explains why and how a person behaves in a particular way. This theory is one theory of human resource management strategies to develop humans as the capital of an organization, develop organizational performance, and sustainably achieve competitive advantage. This theory explains that ability, motivation (incentives and feedback), and opportunity affect a person's performance. People who can balance personal life and work-life related to environmental sustainability will cause certain behaviors to appear. It is voluntary to care for the environment even though it is not the main task. Extra role behavior (OCB) impacts a person's performance, although there must be a trigger in extrinsic rewards [26]. A practical leader has a role in influencing the civic behavior of one's organization [27].

The results also show that voluntary behavior to maintain the surrounding environment is a mediating variable between green work-life balance and environmental performance. These results imply that someone who can balance personal life and work life with the surrounding environment will cause the person to voluntarily behave to maintain the surrounding environment and eventually lead to efforts to keep the surrounding environment sustainable. Efforts are being made to satisfy human needs and maintain ecosystems by utilizing technological aspects through natural ecological processes to

overcome wastewater [28]. The study results produce a coefficient of determination (R^2), which means that the balance in work life and willing behavior to care for the environment influence one's efforts in maintaining the surrounding environment.

The results show that green work-life balance affects OCB towards the environment. Work-life balance is related to a person's ability to balance life by organizing and dividing responsibilities between work, family life, etc. Thus, a person will be more productive because the perceived conditions can support and increase satisfaction while doing work. Research that has been done also proves that a person will have a better work-life balance when one gives much time to the family [29]. Work-life balance also depends on the situation and conditions in both family and social life [30]. Green work-life balance is related to a person's ability to manage and divide responsibilities related to the sustainability of the surrounding environment. The ability to balance environmentally friendly behavior is in two domains of life: personal life and work life. A person who can balance personal life and work-life will have a way of looking far ahead about environmental sustainability. They want to act willingly to care about the surrounding environment without returning anything. Gender plays an important role when a person can work flexibly to achieve work satisfaction, balancing work-life balance [31]. Green work-life balance practices from the study results were proven to make employees of the Cooperative and SME Office of East Java Province obtain personal satisfaction and help them focus on work. The following impact, satisfied employees will feel happy and tend to be more productive. East Java Provincial Cooperative and SME Office employees can minimize environmental damage at home and work by caring for and maintaining their environment by paying attention to the green work-life balance.

The appropriately maintained environment will increase the concentration, spirit, and enthusiasm of the Cooperative and SME Office of East Java Province employees in performing their duties and responsibilities. The ability to balance the green work life makes employees comfortable. In the end, employees will strive to make their best contribution to the Cooperative and SME Office of East Java Province. A person's ability to balance needs and work-life experience improves one's performance [32].

The results show that the behavior of the organization's citizenship towards the environment (OCB towards environment) affects environmental performance. Organizational Citizenship Behavior (OCB), emphasizing the dimension of conscientiousness, is the voluntary behavior of a person doing work outside of their primary task without obtaining rewards from the organization and for the organization's benefit in achieving its goals.

In the context of OCB towards the environment, voluntary behavior is related to concern for the environment in which a person is located. Good corporate governance emphasizes organizations committing to environmentally friendly activities by securing strategic resources. This condition signifies that the more the organizational citizenship behavior towards the environment (OCB towards environment) among employees of the Cooperative Office and SMEs of East Java Province, the more the environmental and performance related to pro-environmental behavior. This condition is beneficial for the employees themselves and valuable for the organization to participate together in supporting environmental sustainability [33].

Awareness of maintaining environmental sustainability will be an activity that employees of Cooperative and SME Office of East Java Province are willing to do voluntarily even without getting rewarded. In the end, employees of the Cooperative and SME Office of East Java Province can realize environmental performance with behavior that cares about environmental sustainability. Reluctance to report ecological concerns negatively affects environmental performance [33]. By establishing the structure of environmental governance, the role of managers of all ages and education levels can involve their concern for the environment [33].

4 Conclusion

Green Work-Life Balance positively affects the behavior of the organization's citizenship towards the environment (OCB Toward Environment) of the Cooperative and SME Office of East Java Province employees. This condition means the higher the Green Work-Life Balance in maintaining environmental sustainability, the greater the OCB towards Environment. Thus, training one's ability to balance work and personal life must get attention from the organization because this is beneficial not only for employees but also impactful in the workplace. In addition, it can increase voluntary behavior doing other work that is not the main task. The behavior of the organization's citizenship towards the environment (OCB towards Environment) positively affects the environmental performance of the Cooperative and SME Office of East Java Province employees. In addition, the organization's citizenship towards the environment (OCB Towards Environment) can mediate the influence of the impact of green working life and environmental performance of the Cooperative and SME Office of East Java Province employees.

The findings demonstrate the critical role of organizational citizenship towards the environment (OCB Towards Environment) both as mediation and factor that affects environmental performance. Employee development can be an investment for the company that impacts employee engagement and productivity, which will ultimately increase the success of an organization. Employee development can be superior support in various training programs to improve skills or acquire new knowledge to prepare employees to hold different or more significant responsibilities. Organizations need to foster voluntary employee behavior by organizing collaboration training among employees or creating an atmosphere of happiness at work so that employees have positive emotions, strong self-confidence, and efforts to develop employees. The researcher would like to thank Universitas 17 Agustus 1945 Surabaya for supporting this project.

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