

Achieving employee environmental performance through perceived organizational support towards the environment: a mediated-moderation analysis

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Abstract

Purpose – This study aims to examine the effect of perceived organizational support for the environment (POSE) on environmental performance, by considering the mediating role of organizational citizenship behavior for the environment (OCBE) and the moderating role of individual green values.

Design/methodology/approach – This study used a quantitative approach with a sample of 215 respondents from manufacturing company employees and used purposive sampling technique. The data obtained were analyzed using conditional process analysis and SPSS-Process.

Findings – The results of this study indicated that POSE had a positive effect on environmental performance and proved that this influence can be found through the mediating role of OCBE. Then, the individual green value moderated the effect of POSE on OCBE, and the indirect effect of POSE on environmental performance through OCBE.

Research limitations/implications – The data in this study were only taken from one city in Indonesia in a cross-sectional manner; thus, it required research with longitudinal data to explore causality between variables.

Practical implications – The findings of this study can be a consideration for managers in manufacturing companies to understand the importance of improving environmental performance in companies and what factors influence it.

Originality/value – Research that uses POSE and OCBE as factors that determine environmental performance in manufacturing companies, especially in Indonesia, is still limited. In addition, this study also considers the moderating role of individual green values and contributes to provide an understanding of the importance of environmental aspects for companies.

Keywords: Perceived organizational support for the environment, organizational citizenship behavior for the environment, environmental performance, individual green value.

Introduction

In recent years, awareness about the importance of protecting the environment has increased rapidly. This is based on various conditions that lead to environmental degradation, such as increased air and water pollution, extreme climate change, use of hazardous materials, and greenhouse gas emissions (Renwick et al., 2013; Pham et al., 2020). Unconsciously, companies in

the manufacturing industry also contribute to the decline in environmental quality and are even considered the most significant contributors (Umrani et al., 2020; Kraus et al., 2020). This issue has become a concern for many parties, including the government, practitioners, researchers, and companies that are required to adopt environmentally sound practices in running their business (Ma et al., 2020; Channa et al., 2021).

In response to these demands, companies have started to implement certain practices in their business activities for environmental conservation and management, including achieving competitive advantage (Anser et al., 2020). This environmentally friendly practice involves all parties in the organization because the input and actions taken by each member in the organization will have an impact on overall performance (Tariq et al., 2020; Singh et al., 2020). This can be done by forming an understanding and directing the behavior of employees to minimize the environmental impact of the activities that they carry out in the company (Anwar et al., 2020; Asadi et al., 2020).

The support provided by the company for the environment can foster employee pro-environmental behavior, or organizational citizenship behavior for the environment (OCBE). OCBE itself refers to individual voluntary actions that lead to effective environmental performance in organizations (Boiral & Paillé, 2012; Daily et al., 2009). OCBE has been seen as one of the important components that can direct companies to combine their environmental strategies and business activities, as well as encourage companies to achieve environmental performance (Tariq et al., 2020; Channa et al., 2021).

To direct employees to practice OCBE and have good environmental performance, companies need to provide special support directed at the environment, which is called perceived organizational support for the environment (POSE). The concept of POSE has become an important discussion in HRM research because of its ability to predict various positive employee behaviors such as performance, job engagement, satisfaction, OCB, and also organizational commitment (Sun, 2019; Thompson et al., 2020; Wen et al., 2019). However, the concept of POSE related to the environment still needs to be explored further. Moreover, Bhatnagar & Aggarwal (2020; Luu, 2018) also mentioned that research on POSE is mostly done in western countries (Western context), whereas POS was found to have stronger positive outcomes in countries with Eastern cultures (Eisenberger et al., 2020).

In addition, this study also considers the personal aspect of the individual, namely the individual green value, as one of the factors that affect OCBE and employee environmental performance. This also responds to suggestions from Hameed et al. (2019) dan Gilal et al. (2019) which mentioned the need to examine other antecedents of environmental performance and extend the outcomes of individual green values. Several studies on individual green values and employee OCBE also show inconsistencies in the results (Boiral et al., 2015; Lamm et al., 2013). Research that has focused on environmental management in developing countries in Asia is still limited, even though this region has a high level of pollution and a significant decline in environmental quality (Anwar et al., 2020; Renwick et al., 2013).

This research also provides several significant contributions. First, this study contributes to the literature on environmental management by exploring the outcomes of POSE, which are still rarely studied in the context of developing countries, to provide an understanding of the concept and its consequences. Second, this study considers the mediating role of employees' OCBE on the relationship between POSE and environmental performance. Third, the researchers also use individual green values as moderators on the relationship among POSE, OCBE, and environmental performance. The findings of this study can be a recommendation for managers to encourage environmentally friendly employee behavior and improve the company's environmental performance.

Literature Review and Hypotheses

The Effect of POSE on Environmental Performance

In general, POSE can be understood as an employee's view of the extent to which the organization recognizes, appreciates, and pays attention to employee input and welfare (Rhoades et al., 2001;

Seibert et al., 2011). When it comes to environmental aspects, the concept of POSE was specifically introduced by Lamm et al. (2015), who defined it as employees' perceptions of the extent to which organizations value their contribution to sustainability and environmental performance.

Environmental performance is the extent to which the organization, or employees, takes action to consider environmental aspects in making decisions in its business activities to follow existing standards and respond to demands from stakeholders (Anser et al., 2020; Roscoe et al., 2019). Employees' environmental performance is closely related to their understanding, knowledge, awareness, and concern for the environment (Singh et al., 2020; Tariq et al., 2020; Gilal et al., 2019).

POSE is predicted to affect employee environmental performance. Bhatnagar & Agarwal (2020) stated that the positive behavior shown by employees can occur because of the principle of reciprocity for the support from the organization they perceive. When employees realize that environmental preservation is one of the company's goals and feel that the company provides positive support or encouragement, they will practice behaviors that can improve environmental performance (Paillé & Meija-Morelas, 2014). The employee's environmental performance will be based on the employee's perception of the extent to which the company supports pro-environmental behavior (Luu, 2018; Paillé & Meija-Morelas, 2019). Thus, the more employees feel that the company provides support for environmental activities, the higher the environmental performance they will generate. Based on this explanation, the proposed hypothesis is:

H1: POSE has a positive effect on environmental performance.

The Mediation Role of OCBE in the Effect of POSE on Environmental Performance

OCBE was defined by Daily et al. (2009; Channa et al., 2021) as an employee's discretionary action in the organization that is not included in the reward system or formal work assignments directed at improving the environment. In short, OCBE can also be understood as a voluntary action of employees in a company that focuses on environmental issues (Lamm et al., 2013; Luu, 2018). OCBE pro-environmental behavior is based on employee awareness to address environmental problems in the company, which is shown by sharing ideas, working together to reduce pollution, and forming preventive solutions (Anwar et al., 2020).

Boiral & Paillé (2012; Tariq et al., 2020) mentioned that OCBE has three dimensions, namely eco-helping (helping colleagues voluntarily to respond to environmental issues), eco-civic engagement (involving in environmental activities in organizations voluntarily), and eco-initiatives (behaving discretionary and providing solutions to improve environmental performance) (Luu, 2018). Simply put, Pham et al. (2019) conveyed that OCBE is characterized by five behaviors, namely taking initiatives, conserving, transforming, avoiding harm, and influencing others.

Companies can build OCBE by providing special support for pro-environmental behavior shown by their employees. This is because the employee's perception of social and environmental responsibility shown by the company is an important factor that forms OCBE (Paillé & Meija-Morelas, 2014). Employee initiatives to preserve the environment also depend on the organizational context which includes several things, such as corporate culture and support from the organization (Bhatnagar & Aggarwal, 2020). The support from this company helps employees to increase their awareness about the importance of protecting and preserving the environment. Companies that support and involve their employees to respond to challenges in the environment and practice OCBE in the organization will be able to encourage environmental performance (Tariq et al., 2020; Yusoff et al., 2019).

When employees put more effort into their work, support activities in the organization, and work together with their co-workers to reduce adverse impacts on the environment, the level of environmental performance in the organization will increase (Channa et al., 2021; Paillé & Meija-Morelas, 2019). In line with this, Kim et al. (2019) also mentioned that the success of the environmental management of the company depends on the environmental behavior or initiatives of the employees. When employees feel valued and appreciated by the organization, they will feel more obliged and motivated to demonstrate pro-environmental behavior voluntarily (Liu et al., 2020) and improve environmental performance.

H2: OCBE mediates the effect of POSE on environmental performance

The Moderating Role of Individual Green Values

Several previous researchers have highlighted the important role of environmental values held by individuals or individual green values in influencing environmental behavior (Dumont et al., 2017; Chou, 2014). Related to this, Liu et al. (2020; Channa et al., 2021; Paillé & Meija-Morelas, 2019) mentioned that environmental awareness and organizational context can significantly affect individual OCBE and improve their environmental performance. Several aspects in individuals such as personal values, beliefs, and norms, can influence their behavior at work (Hameed et al., 2019).

If the organization provides support following the values held by employees, in this case related to the environment, employees who have these values tend to show positive attitudes and behaviors such as OCBE. The existence of POSE provided by the company reflects the green value that is also held by the company (Chaudhary, 2019; Gilal et al., 2019). When companies ensure that their employees receive adequate support and communicate these values to employees, employees will feel that their values are in line with the values of the organization (Cheema et al., 2019)

In simple terms, the role of individual green values can be understood as a condition that if employees have values that align with the organization's values, they will show positive work attitudes and behaviors (Liu et al., 2020). Shen et al. (2018) mentioned that the green practices carried out by companies such as POSE illustrate the green value of the company. The existence of support from companies that are devoted to the environment will form a conducive environment for employees, and when they have values that are align with the company, they will have more willingness to demonstrate pro-environmental behavior such as OCBE (Hameed et al., 2019). This can lead to the achievement of environmental performance. Thus, individual green value in this case is an important aspect that can strengthen or weaken the relationship between POSE and OCBE, as well as the indirect influence of POSE on environmental performance through OCBE. When employees have a high green value, the influence of POSE on OCBE will be stronger, but if the employee's a low green value, the influence of POSE on OCBE will be weak, likewise, the indirect effect of POSE on environmental performance through OCBE will experience the same thing.

H3a: Individual green value moderates the effect of POSE on OCBE.

H3b: Individual green value moderates the indirect effect of POSE on environmental performance through OCBE.

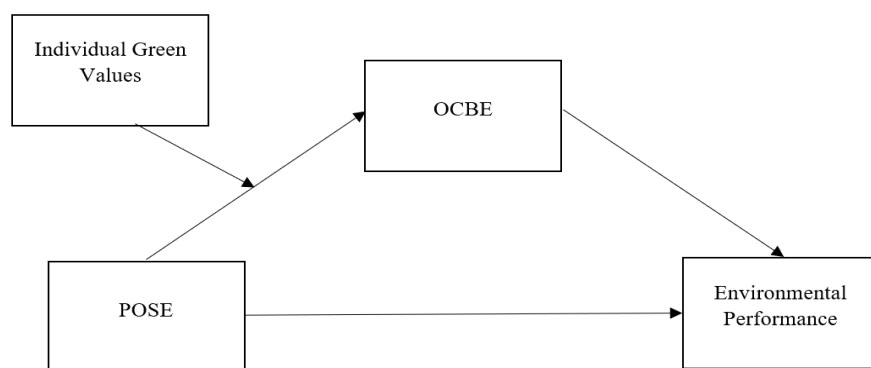


Figure 1. Research Model

Research Methods

This research was conducted using quantitative methods through surveys. The population of this study were employees of manufacturing companies in Bandung, West Java, which were then selected using the purposive sampling method. The criteria used to select research respondents was the period of work, which was for a minimum of one year. This was intended for employees to have a perception of their work experience in the company; thus, they could provide an appropriate assessment. The final number of employees who participated in this research and filled out the questionnaire completely was 215 respondents. The data in this study were taken through a survey conducted by distributing online questionnaires using Google Forms to find out the responses

from respondents regarding their perceptions of POSE, OCBE, individual green values, and environmental performance practices in the company. Before processing the data, the researcher tested the validity and reliability of the variables. The data was then processed using conditional process analysis with SPSS-macro-PROCESS software.

There were four variables used in this study. First, POSE as an independent variable, which was measured using six items developed by Paillé & Meija-Morelos (2019; Cantor et al., 2012; Temminck et al., 2015). Then, environmental performance as the dependent variable was measured using four items adopted from the study of Paillé & Meija-Morelos (2019; Wagner & Schaltegger, 2004). Third, it was OCBE as a mediating variable as measured by ten items developed by Boiral & Paillé (2012). Finally, the individual green value as a moderating variable was measured using four items from the study Liu et al. (2020; Chou, 2014). The items used are shown in Table 1 as follows:

Table 1. Item Measurement

Variable	Items	Source
Perceived Organizational Support towards Environment	1. The organization takes pride in my environmental accomplishments at work.	Paillé & Meija-Morelos (2019; Cantor et al., 2012; Temminck et al., 2015)
	2. My colleague really cares about my view on the environment.	
	3. The organization values my environmental contribution.	
	4. My organization is willing to assist employees in solving environmental problems.	
	5. My organization is willing to extend itself to solve an environmental problem.	
	6. Help is available in my company when environmental problems arise.	
Organizational Citizenship Behavior for the Environment	1. I make suggestions about ways to protect the environment more effectively.	Boiral & Paillé (2012)
	2. I encourage my colleagues to express their ideas and opinions on environmental issues.	
	3. I encourage my colleagues to adopt more environmentally conscious behaviour.	
	4. I actively participate in environmental programmes or activities organized by my company.	
	5. I spontaneously give my time to help my colleagues take the environment into account.	
	6. I volunteer for projects or activities that address environmental issues in my company.	
	7. I undertake environmental actions that contribute positively to my company's image.	
	8. I stay informed of my company's environmental efforts.	
	9. I voluntarily carry out environmental actions and initiatives in my daily activities.	
Employee Environmental Performance	1. I weigh my actions before doing something that could affect the environment.	Paillé & Meija-Morelos (2019; Wagner & Schaltegger, 2004)
	2. I limit my environmental impact beyond compliance.	
	3. I prevent and mitigate environmental crises.	
	4. I educate other employees and the public about the environment.	
Individual Green Value	1. I feel a personal obligation to do whatever I can to prevent environmental degradation.	Liu et al. (2020; Chou, 2014)
	2. I feel a sense of personal obligation to take action to stop wasting resources.	
	3. I feel morally obliged to save energy, regardless of what others do.	
	4. I feel obliged to bear the environment and nature in mind in my daily behaviour.	

Results and Discussion

Respondent Characteristics

Overall, 52% of the respondents were male, and 61% of them were married. The majority (61%) were employees with more than 5 years of service. As many as 39% of them had a monthly income of between IDR 3,000,000 to IDR 4,500,000.

Table 2. Respondent Characteristic

Demography	Amount	Percentage
Sex		
Male	112	52%
Female	103	48%
Education		
Senior High School	119	55%
Bachelor's Degree	71	33%
Master's Degree	25	12%
Marital Status		
Single	47	22%
Widow/Widower	36	17%
Married	132	61%
Field of Work		
Economy	60	28%
Infrastructure and Regional Development	46	21%
Program Planning and Control	32	15%
Secretariat	58	27%
Socio-cultural	19	9%
Years of Service		
< 1 Year	13	6%
1 – 2 Year(s)	35	16%
3 – 4 Years	35	16%
> 5 Years	132	61%
Salary		
≤ Rp 1.500.000	33	15%
Rp 1.500.001 – Rp 3.000.000	33	15%
Rp 3.000.001 – Rp 4.500.000	84	39%
Rp 4.500.001 – Rp 6.000.000	50	23%
≥ Rp 6.000.001	15	7%

Source: Primary data processed, 2022

Validity, Reliability, and Descriptive Statistics Test

It was found in this study that all measurement of variables were said to be reliable to measure the tested sample with the value of Cronbach's Alpha on the Perceived Organizational Support for Environment variable of 0.782, Organizational Citizenship Behavior for Environment variable of 0.763, Environmental Performance variable of 0.799 and Individual Green Value variable of 0.806. The indicators used in the study showed valid results as a measuring instrument with a validity value exceeding 0.500 (Table 4). Likewise, the value of skewness and kurtosis was in the range of 0.139 – 1.763, meaning that all research variables had a relatively normal distribution because these numbers were in the range of -2 to 2. Furthermore, the results of the correlation of each variable as a whole showed a positive correlation, with the correlation between Perceived Organizational Support for Environment and Organizational Citizenship Behavior for Environment ($r = 0,685$; $p < 0,01$), Correlation of Perceived Organizational Support for Environment with Environmental Performance ($r = 0,566$; $p < 0,01$) and the correlation of Perceived Organizational Support for Environment with Individual Green Value ($r = 0,564$; $p < 0,01$), as shown in Table 3.

Table 3. Descriptive Statistics

Variable	Descriptive Statistics							Correlation Coefficients (<i>r</i>)			
	α	Min	Max	<i>M</i>	<i>SD</i>	<i>Skew</i>	<i>Kurt</i>	1	2	3	4
1 POSE	.782	12	30	21.43	3.809	1.361	0.535	-	.685	.566	.564
2 OCBE	.763	15	50	39.44	3.965	0.787	0.728		-	.668	.821
3 EP	.799	11	20	16.56	2.027	0.639	0.139			-	.807
4 IGV	.806	11	20	16.54	2.267	1.763	0.488				-

Source: Primary data processed, 2022

Table 4. Research Indicator Validity Test Results

Variable	Indicator	Validity Value	Condition	Result
POSE	POSE1	0.683	0.500	Valid
	POSE2	0.757	0.500	Valid
	POSE3	0.721	0.500	Valid
	POSE4	0.707	0.500	Valid
	POSE5	0.736	0.500	Valid
	POSE6	0.755	0.500	Valid
OCBE	OCBE1	0.621	0.500	Valid
	OCBE2	0.680	0.500	Valid
	OCBE3	0.516	0.500	Valid
	OCBE4	0.732	0.500	Valid
	OCBE5	0.603	0.500	Valid
	OCBE6	0.743	0.500	Valid
	OCBE7	0.671	0.500	Valid
	OCBE8	0.744	0.500	Valid
	OCBE9	0.696	0.500	Valid
	OCBE10	0.651	0.500	Valid
Environmental Performance	EP1	0.786	0.500	Valid
	EP2	0.765	0.500	Valid
	EP3	0.810	0.500	Valid
	EP44	0.663	0.500	Valid
Individual Green Value	IGV1	0.632	0.500	Valid
	IGV2	0.800	0.500	Valid
	IGV3	0.788	0.500	Valid
	IGV4	0.849	0.500	Valid

Source: Primary data processed, 2022

Hypothesis Test

Whether there was an effect of the Perceived Organizational Support for Environment variable could be seen in the summary model for the Environmental Performance variable. From the results of the study, the researchers obtained information that Perceived Organizational Support for Environmental Performance had b value of 0.109, t-count value of 2.969 and p value of <0.05. From all these data, it can be seen that all variables had a significant positive effect on the Environmental Performance variable. These data can be seen in Table 5 below. Based on the data obtained, it can be seen that Hypothesis 1 was acceptable.

Table 5. Model of Summary for Environmental Performance

Model of Summary						
R	R-Sq	MSE	F	Df1	Df2	<i>p</i>
.684	.468	2.206	93.273	2.000	212.000	.000
Model						
	<i>b</i>	se	t	<i>p</i>	LLCI	ULCI
Constant	5.731	.813	7.047	.000	4.128	7.334
POSE	.109	.037	2.969	.003	.037	.181

Source: Primary data processed, 2022

Furthermore, the results of the Conditional Indirect Effects test showed that the indirect effect or mediating variable was at a low level when the mediating variable Organizational Citizenship Behavior for Environment was also low, and increased as the mediating variable increased. When the mediation variable condition Organizational Citizenship Behavior for Environment was at a low level, the effect was 0.107; meanwhile, in normal conditions the effect was 0.015 while at a high condition the effect was 0.018. From the research data (Table 7), it can be seen that BootLLCI and BootULCI values at conditional indirect effects of X on Y were not in the range of 0, meaning that the mediator variable had a significant effect in mediating the relationship between Perceived Organizational Support for Environment and Environmental Performance. Thus, this means that hypothesis 2 was accepted.

From the results of the study to see the effect of Perceived Organizational Support for Environment and Individual Green Value (moderation variable) on the Organizational Citizenship Behavior for Environment variable, it was found that the t value for the Perceived Organizational Support for Environment variable was 3.335, the b value was 1.106 with p value < 0.05. In the causal relationship between Individual Green Value and Organizational Citizenship Behavior for Environment, it was found that the t-value was 5.544, the b-value was 2.130 with p < 0.05. In the interaction of the Perceived Organizational Support for Environment variable with Individual Green Value as a moderator variable on Organizational Citizenship Behavior for Environment, it was found that the t-value was 4.752, the b-value was 1.036 with a p-value of 0.000. From these data, it was known that the Perceived Organizational Support for Environment and Individual Green Value variables which had a function as moderator variables had a significant positive effect on Organizational Citizenship Behavior for Environment. The data can be seen in Table 6 below. Based on these data, it can be seen that Hypothesis 3a was accepted.

Table 6. Model of Summary for Organizational Citizenship Behavior for Environment

Model of Summary						
R	R-Sq	MSE	F	Df1	Df2	p
.866	.751	6.233	211.749	3.000	211.000	.000
Model						
	b	se	t	p	LLCI	ULCI
Constant	1.486	.399	3.724	.001	.508	2.536
POSE	1.016	.305	3.335	.001	.415	1.616
IGV	2.130	.384	5.544	.000	1.373	2.887
Moderator (Interaction)	1.036	.218	4.752	.000	.373	1.080

Source: Primary data processed, 2022

Finally, in the Index of Moderated Mediation, it can be seen whether the Individual Green Value variable could moderate the relationship between Perceived Organizational Support for Environment and Environmental Performance through Organizational Citizenship Behavior for Environment. From the research data, it was found that Individual Green Value could have a significant effect as a moderating variable, this could be seen in the BootLLCI and BootULCI values that were not in the range of 0. Thus, based on the data obtained (Table 6), it is known that Hypothesis 3b can be accepted.

Table 7. Conditional Indirect Effects of POSE on Environmental Performance

Indirect Effect					
	Individual	Effects	BootSE	BootLLCI	BootULCI
<i>M</i> - 1SD	14.278	.107	.017	.073	.139
<i>M</i>	16.544	.015	.015	.059	.120
<i>M</i> + 1SD	18.811	.018	.018	.037	.108
Index of Moderated Mediation					
	Index	BootSE	BootLLCI	BootULCI	
Individual Green Value	1.008	0.004	.150	.237	

Source: Primary data processed, 2022

Discussion

Indonesia is well known for its rich natural resources for food, shelter, water, energy and jobs. However, climate change jeopardizes Indonesia's sustainable development. Resource use and pollution will increase the scarcity of fresh water and arable land and accelerate the loss of biodiversity; besides, climate change undermines many of the gains, development and poverty reduction achieved over the past few decades (Montt et al., 2018). The test results of the first hypothesis in this study confirm the positive effect of POSE on employee environmental performance. This finding supports the previous research that has been done by Paillé & Meija-Morelas (2014; Luu, 2019; Paillé & Meija-Morelas, 2019). Various environmental issues as previously mentioned have become the company's concern. The company is also looking for various ways to reduce the negative impact of its business activities on the environment, in this case by implementing POSE. The positive behavior shown by employees can occur because of the principle of reciprocity for the support from the organization they perceive. Thus, when the company provides support, recognizes, values, and appreciates the actions taken by its employees for environmental conservation, the employee's environmental performance will also increase. The higher the support for the environment provided by the company, the higher the environmental performance of employees. For this reason, the role of POSE on environmental performance is very necessary (Lamm et al., 2015; Paillé & Raineri, 2015) (H1 was accepted).

Employee perceptions related to how far the organization can provide the support needed by employees are highly expected because employees see the extent to which the organization values their contributions and cares for the welfare of the environment (Caesens et al., 2017; Giorgi et al., 2016). Business will be successful if employees develop the belief that the organization values employee contributions and cares about employee well-being (Giorgi et al., 2016; Nurcholis & Budi, 2020); thus, they reciprocate this by showing positive behavior in the company. The results of testing the second hypothesis in this study, namely regarding the mediating role of OCBE in the effect of POSE on environmental performance, was found to have a positive and significant effect. This research proved that POSE had a positive influence on environmental performance and this influence could occur either directly or through OCBE. The results of this study supported the findings of Kim et al. (2019; Liu et al., 2020; Channa et al., 2021). As a positive extra-role behavior, OCBE plays an important role in improving employee environmental performance. When employees put more effort into their work, support activities in the organization and work together with their co-workers to reduce the negative impact on the environment, the level of environmental performance of employees in the organization will increase. Companies can encourage employees to have OCBE by providing special support for employees' pro-environmental behavior through POSE. This is in line with the principle of reciprocity in social exchange theory, that when employees feel supported, valued, and appreciated by the company for environmental issues, they will reciprocate it by showing OCBE, so as to improve environmental performance. Thus, this study proved that OCBE mediated the effect of POSE on environmental performance (H2 was accepted).

Indonesia is known for its people who behave well and are able to complete their tasks selflessly or commonly referred to as OCBE without expecting the common good so that the concept of environmental sustainability can be maintained. OCBE performance by employees has been associated with positive outcomes such as improved organizational environmental sustainability (Khan et al., 2021; Cahyandi et al., 2019). The positive influence of POSE on OCBE in this study provides policy makers with insight into the extent to which company practices and interventions affect OCBE (Khan et al., 2021) and employee environmental performance. In addition, in recent years, the concept of green value has also started to emerge because environmental issues such as environmental degradation, biodiversity, water pollution, global warming and smog have become increasingly prominent, resulting in sharp concerns on environmentally sustainable development (Liu et al., 2021; Priyankara et al., 2018). OCBE is useful in complementing the company's green development strategy by increasing the efficiency of the organization's green management measures and ultimately contributing to the sustainability of environmental development (Wang et al., 2018; Tian et al., 2019).

Previous research has explored the significant impact of individual environmental values on green behavior referring to the direct relationship between individual green values and employee green behavior (Brockner et al., 2006; Lončarić, 2012). The results of testing the third hypothesis (H3a & H3b) in this study, namely regarding the moderating role of individual green values, proved to have a positive and significant effect. This means that individual green values can strengthen or weaken the influence of POSE on OCBE, as well as the influence of POSE on environmental performance through OCBE. This was in line with several previous studies (Hameed et al., 2019; Shen et al., 2018; Liu et al., 2020) regarding the positive role of individual green values on OCBE and environmental performance. This was because employees felt that they had a match in terms of the values they held with the company, which was reflected through POSE. Since employees had high green values, the influence of POSE on OCBE was even stronger. In line with this, the high green value of employees strengthened the influence of POSE on employees' environmental performance through OCBE. Thus, this study confirmed that individual green values moderated the effect of POSE on OCBE (H3a was accepted) and individual green values moderated the indirect effect of POSE on environmental performance through OCBE (H3b was accepted).

Theoretical and Managerial Implication

This study provides a number of theoretical and managerial implications. For the theoretical implication, this study sheds lights on the environmental management literature by exploring the consequences of POSE. Furthermore, this study also employs individual green value and OCBE as intervening variables, enabling the authors to seek the underlying conditions of how POSE affects environmental performance. Regarding managerial implication, this finding can be a recommendation for managers to encourage environmentally friendly employee behavior and improve the company's environmental performance. Employees must also aware of the company's values; thus, aligning it with their own green values. Furthermore, employees also need to realize that they are capable to boost their environmental performance through carrying out extra-role behavior in OCBE.

Conclusion and Future Direction

This study was conducted to determine the relationship and influence of POSE, OCBE, environmental performance, and individual green values in the context of employees in manufacturing companies located in Bandung, West Java. This research had contributed to the literature, particularly on sustainability and environmental management. However, there were some limitations in this study that can be explored by future researchers. First, the sample of this study was limited to 215 employees at manufacturing companies in Bandung, West Java. Thus, the findings of this study may not be able to be generalized to the context of other regions or industrial sectors. Future researchers are advised to use a larger sample size and in other industrial contexts. Second, the data in this study were only taken from one city in Indonesia in a cross-sectional manner. Thus, it required research with longitudinal data to explore causality between variables. Then, this research was still carried out on individual units or employees and the environmental performance being studied was also in the individual context. Further researchers were advised to use a broader unit of analysis, such as group or organizational level, especially to see the effectiveness of POSE and individual green values in influencing organizational environmental performance.

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