



## **LITERATURE STUDY THE INFLUENCE OF ORGANIZATIONAL CULTURE, PARTICIPATIVE LEADERSHIP, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT (OCBE) ON ENVIRONMENTAL PERFORMANCE**

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### **ABSTRACT**

Previous research plays a crucial role in theory development and in strengthening arguments within scientific studies, particularly in the field of environmental management. A systematic review of relevant studies can provide insights into the relationships between variables and serve as a foundation for formulating research hypotheses. This paper aims to examine the influence of Organizational Culture, Participatory Leadership, and Organizational Citizenship Behavior for the Environment (OCBE) on environmental performance through a literature review of national and international studies. The reviewed studies encompass various sectors, including public service institutions, manufacturing companies, hospitality industries, higher education institutions, and small and medium-sized enterprises (SMEs). Urban environmental challenges increasingly require management strategies grounded in organizational behavior, highlighting the involvement of various organizational elements as a critical factor. The findings indicate that these three variables consistently exert a significant influence on environmental performance across different organizational contexts. This article is expected to serve as a conceptual foundation for developing a theoretical framework and formulating hypotheses for future research in the field of organization-based environmental management.

**Keywords:** Organizational Culture; Participative Leadership; OCBE; Environmental Performance

### **INTRODUCTION**

Environmental issues such as air, water, and soil pollution, floods, landslides, and climate change are undeniably among the consequences of poor environmental management. Protecting the environment for the well-being of current and future generations has become the shared responsibility of all parties, including individuals, communities, businesses, industries, and governments. This responsibility extends beyond merely complying with legal obligations; it emphasizes continuous improvement in existing environmental management practices.

Environmental performance is essential for assessing how effectively an organization or institution manages its environment in a sustainable manner while adhering to established environmental standards. Effective environmental management contributes to strong environmental performance, and vice versa. Furthermore, environmental performance assessments serve as a benchmark for evaluating the success of a company's activities in achieving its predetermined goals and objectives.

In the theory of organizational behavior (Colquitt et al., 2019), it is explained that organizational factors such as culture and leadership play a significant role in employee behavior and performance. In addition, the concept of Organizational Citizenship Behavior for the Environment (OCBE) developed by Daily et al. (2009) confirms the important role of pro-environmental voluntary behavior in supporting the environmental performance of the organization. Relevant articles are needed to strengthen the theory being researched, to see the relationship or influence between variables and to build hypotheses. Therefore, this article aims to discuss the Effect of Organizational Culture, Participative Leadership, and OCBE on Environmental Performance based on the results of a literature review of various previous studies.

## METHOD

This study uses a literature study method with a Systematic Literature Review (SLR) approach. Article searches were conducted through three main databases, namely Google Scholar, ProQuest, and ScienceDirect, within the 2015-2024 publication timeframe. The keywords used included: "Organizational Culture", "Participative Leadership", "OCBE", and "Environmental Performance".

Inclusion criteria included empirical articles that examined the relationship between at least two of the four variables studied in various organizational contexts, including industry, hospitality, education, and government sectors. Exclusion criteria consisted of non-empirical articles, articles without peer-review, articles that were not available in full-text, and publications in languages other than English.

The selection process was conducted through several stages, namely:

1. An initial search of articles was conducted using the specified keywords.
2. Titles and abstracts were screened to ensure topic relevance.
3. A full-text review was conducted for eligible articles.
4. Final selection of articles was made based on the inclusion and exclusion criteria.

Out of 40 articles identified, 20 were selected for further analysis. The analysis was conducted using the Thematic Analysis technique to identify patterns of relationships between variables, significant results, and research gaps in previous studies.

## RESULTS AND DISCUSSION

Table 1. Relevant Previous Research

No	Year of Research	Publisher	Research Result
1	(Prasetya, 2019)	<i>International Journal of Innovative Science and Research Technology</i>	Research results: 1. Leadership style has a direct positive and significant effect on OCBE behavior 2. Organizational culture directly has a positive and significant effect directly on OCBE behavior 3. Leadership style, organizational culture, and work motivation simultaneously have a positive and significant effect on OCBE behavior.
2	(Zhao & Zhou, 2019)	Multidisciplinary Digital Publishing Institute	Research Results: Responsible leadership style has a positive relationship with employees' voluntary environmentally friendly behavior (OCBE).
3	(Susanto et al., 2021)	<i>IOP Conference Series: Earth and</i>	Research results: There is a relationship between partial leadership and employee environmental performance. In addition,



		<i>Environmental Science</i>	there is also a relationship between partial organizational culture and employee environmental performance. Leadership and organizational culture simultaneously have a relationship between employee environmental performance.
4	(Ardiansyah & Chandra, 2021)	<i>Journal of Research Innovation</i>	Research Results: 1. There is a positive and significant influence of participative leadership style on environmental performance. 2. There is a positive and significant effect of the application of <i>green hotel management</i> on environmental performance 3. There is a positive and significant influence of participative leadership style and the application of <i>green hotel management</i> together on environmental performance.
5	(Ainunnisa, 2022)	University of Muhammadiyah Surakarta	Research Results: 1. Green competence has a positive influence on OCBE, but the effect is weak and insignificant. 2. Green motivation has a positive and significant effect on OCBE. 3. Employee involvement in environmental activities has a positive and significant effect on OCBE. 4. Organizational leader involvement has a positive effect on OCBE, but is not significant. 5. OCBE has a positive effect on environmental performance, but the effect is not significant. 6. OCBE cannot mediate between green competence and environmental performance. 7. OCBE can be a positive intermediary between green motivation and environmental performance. 8. OCBE can be a positive intermediary between employee involvement in environmental activities and environmental performance. 9. OCBE cannot be an intermediary between organizational leader involvement and environmental performance.
6	(Adu & Nawangsari, 2022)	<i>International Journal of Indonesian Business Review</i>	Research Results: This study found a positive influence and significant direct relationship between Organizational Culture and <i>Self Efficacy</i> on OCBE , as well as Organizational Commitment to <i>Self Efficacy</i> . There is a non-positive and insignificant effect of Organizational Commitment on OCBE. As for the indirect relationship, <i>self-efficacy</i> fails to mediate the relationship between organizational culture and OCBE but successfully mediates the relationship between Organizational Commitment and OCBE.
7	(Aditya, 2022)	Doctoral dissertation, Sultan Agung Islamic University Semarang	Research results: 1. <i>Environmental Leadership</i> has a significant positive effect on <i>Organizational Citizenship Behavior Toward Environment</i> . 2. <i>Environmental Leadership</i> has a significant positive effect on <i>Environmental Performance</i> . 3. <i>Organizational Citizenship Behavior Toward Environment</i> is not able to be an intervening

### **Direct Effect of Organizational Culture on *Organizational Citizenship Behavior for the Environment* (OCBE)**

Organizational culture is a foundation that greatly affects all operational and strategic aspects of the organization. The values embraced by the organization act as guidelines in every decision making and employee behavior. In the context of environmental performance, a culture that supports sustainability and social responsibility will encourage the implementation of effective environmental management practices.

Organizational culture includes the values, norms, and behaviors shared by the organization and its employees. If the organization has a culture that cares about the environment, employees are more likely to be encouraged to take positive actions towards the environment.

This is in line with research conducted by (Prasetya, 2019) and (Adu & Nawangsari, 2022), it is known that Organizational Culture and OCBE are related to each other, where Organizational Culture can affect the level of OCBE among employees. OCBE includes actions taken by individuals to maintain and improve the quality of the environment around them.

### **Direct Effect of Organizational Culture on Environmental Performance**

In research conducted by Susanto et al. (2021) that one of the factors that determine employee environmental performance is organizational culture. Research conducted on employees of PT Cahaya Mas, shows that organizational culture has a positive impact on improving employee environmental performance by 23.9%. An organizational culture that is truly managed as a management tool will influence and become a driver for employees to behave positively, towards environmental performance. A strong or positive organizational culture will affect the company's performance so that it supports the creation of good environmental performance.

Research by Magsi et al. (2018) found that organizational culture has a significant effect on corporate environmental performance through the dimensions of adaptability, mission, and consistency. Similar results were found by Susanto et al. (2021) in the Indonesian manufacturing sector, where in this study organizational culture has a positive impact on improving employee environmental performance by 23.9%.

### **Direct Effect of Participative Leadership on *Organizational Citizenship Behavior for the Environment* (OCBE)**

Prasetya's research (2019) examined the relationship between leadership and OCBE where it was found that leadership style has a direct positive and significant effect on OCBE behavior. This is in line with the results of previous research from Zhao & Zhou, (2019) which shows that responsible leadership is positively related to OCBE, and leader identification plays a mediating role between responsible leadership and OCBE. The relationship between leader identification and OCBE is positively moderated by the role of perceived ethics and social responsibility, which also moderates the indirect effect of responsible leadership on OCBE through leader identification, so this relationship is



stronger when the role of perceived ethics and social responsibility is high (Zhao & Zhou, 2019).

### **Direct Effect of Participative Leadership on Environmental Performance**

Research by Ardiansyah & Chandra, (2021) shows a positive and significant effect of participative leadership style variables on environmental performance. Another study by Tariq et al. (2020) revealed that *Employees' Environmental Performance* (EEP) can be improved at the individual level through *Employees' Ecological Behavior* (EEB) by paying attention and all this will lead to an increase in the organization's Environmental Performance (EP). To improve EEB, the role of leadership is very important because when leaders act pro-environment, their actions will inspire employees and they will be more encouraged to demonstrate *Employees' Ecological Behavior*.

### **Direct Effect of *Organizational Citizenship Behavior for the Environment* (OCBE) on Environmental Performance**

Ainunnisa's research, (2022) suggests that OCBE has a positive effect on environmental performance, but not significant. In Alt & Spitzbeck's research, (2016) stated that the realization of OCBE is positively related to the company's environmental performance. The contribution of employee engagement capabilities to environmental performance is not only made possible by proactive environmental strategies, but also by informal mechanisms such as OCBE.

In another study by Tariq et al. (2020) that *Employees' Environmental Performance* (EEP) can be improved at the individual level through *Employees' Ecological Behavior* (EEB). A person who is knowledgeable and has awareness and concern for the environment will motivate others to carry out tasks with regard to the surrounding environment.

### **Indirect Effect of *Organizational Culture* on Environmental Performance through *Organizational Citizenship Behavior for the Environment* (OCBE) as mediation**

Research by Alt & Spitzbeck, (2016) suggests that the realization of OCBE in the company will mediate the relationship between employee engagement of a company and environmental performance. If employees understand the shared vision, then employee engagement can increase OCBE in the company, because employees will understand the company's goals and perceptions of the company's commitment to the environment, this may be indirectly related to positive changes in the company's environmental performance. Shared vision and employee engagement which are part of the dimensions of Organizational Culture according to Denison & Mishra (1995) have a direct non-positive effect on environmental performance, OCBE mediates the relationship.

Research on OCBE as a mediator of employee engagement on environmental performance was also conducted by Ainunnisa (2022). Environmental green employee involvement refers to the opportunity for employee voting in decisions on problems that occur in the environment and providing solutions to environmental problems in an organization. The mediation results show that OCBE can positively mediate the green employee involvement variable on environmental performance, where employee involvement is one of the dimensions of Organizational Culture according to the theory (Denison & Mishra, 1995).

### **Indirect Effect of Participative Leadership on Environmental Performance through Organizational Citizenship Behavior for the Environment (OCBE) as mediation**

The author has not found studies that examine the effect of Participative Leadership on Environmental Performance with *Organizational Citizenship Behavior for the Environment* (OCBE) as mediation. However, there is research by Aditya (2022) which tests whether the intervening variable *OCB Toward Environmental* is able to become an intervening variable between *Environmental Leadership* and *Environmental Performance*, the results of this study reveal that *Environmental Leadership* has a significant positive effect on *Organizational Citizenship Behavior Toward Environment* (OCBE) and *Environmental Leadership* has a significant positive effect on *Environmental Performance*, but *Organizational Citizenship Behavior Toward Environment* (OCBE) is not able to become an intervening variable between *Environmental Leadership* and *Environmental Performance* through the sobel test.

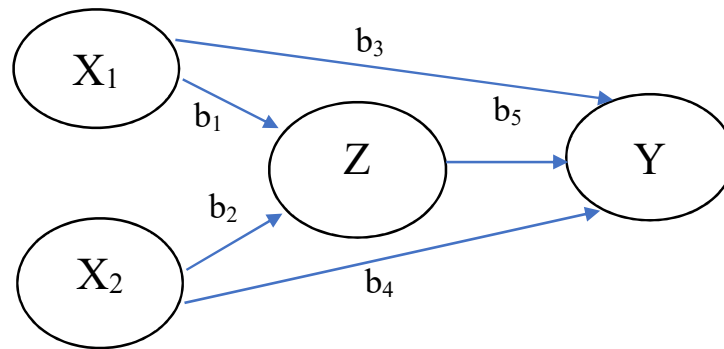
Based on the literature study above, the hypothesis of the influence between variables is as follows:

- H<sub>1</sub> : *Organizational* culture has a direct effect on *Organizational Citizenship Behavior for the Environment* (OCBE)
- H<sub>2</sub> : *Organizational* culture has a direct effect on environmental performance
- H<sub>3</sub> : Participative Leadership has a direct effect on *Organizational Citizenship Behavior for the Environment* (OCBE)
- H<sub>4</sub> : Participative Leadership has a direct effect on environmental performance
- H<sub>5</sub> : *Organizational Citizenship Behavior for the Environment* (OCBE) has a direct effect on environmental performance
- H<sub>6</sub> : *Organizational* culture has an indirect effect on environmental performance through *Environmental Organizational Citizenship Behavior for the Environment* (OCBE)
- H<sub>7</sub> : Participative Leadership has an indirect effect on environmental performance through *Environmental Organizational Citizenship Behavior for the Environment* (OCBE).

The authors compiled a framework in this study as follows:



**Figure 1.** Research Thinking Framework



**Figure 2.** Inter-variable Relationship Model

## CONCLUSION

Based on the results of a literature review of various previous studies, it was found that Organizational Culture, Participatory Leadership, and Organizational Citizenship Behavior for the Environment (OCBE) have a positive influence on environmental performance in various sectors. Strong organizational culture, leadership involvement in environmental management, and voluntary employee behavior in protecting the environment are important factors in supporting the achievement of optimal environmental performance.

In addition, OCBE has the potential to be a mediating variable linking the influence of Organizational Culture and Participative Leadership on environmental performance. The study results also show that green motivation and employee involvement in environmental activities are the main drivers of OCBE behavior in the workplace.

It is expected that further research can empirically test the conceptual model in the public service sector environment.

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