



The influence of employee's perceived performance and organizational commitment on pro-environmental behavior: The role of organizational identification

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Abstract

The development of human awareness towards environment influences human activities which aim to restore and maintain the environment capacity in providing important functions for lives. The main challenge that organizations have to face is finding ways to encourage employees to actively participate in pro-environmental behavior. This research aims to analyzes pro-environmental behavior influenced by employee's perceived performance and organizational commitment with organizational identification as a mediating variable using the Grand Theory of Social Identity Theory. This research suggests that pro-environmental behavior was influenced by employee's perceived performance and organizational identification. Organizational identification variable had the ability to mediate the influence of employee's perceived performance on pro-environmental behavior. However, organizational commitment did not have any influence on pro-environmental behavior.

Keywords: pro-environmental behavior, employee's perceived performance, organizational commitment, organizational identification

Introduction

1. Problem Statement

The welfare of mankind is highly dependent on environment as the habitat to obtain natural resources to be utilized. Indonesia is a country with the fourth highest population in the world after The Republic of China, India, and The United States of America. Awareness about the dependency of human welfare on environment has resulted in various social issue and it affects human activities in order to restore and maintain the capacity of environment in providing important functions for lives. The change in human behavior needs to be done as an effort to slow down and stop environmental damage.

The developed public's concern about the long-term consequence of environmental degradation and climate change as well as threat posed to economic growth make so many organizations in the world proactively try to increase responsibility and management of environment (Aguinis and Glavas, 2012) ^[2]. The main challenge which the organizations have to face is encouraging the employees to actively participate in pro-environmental behavior. Employees' pro-environmental behavior can be defined as a series of environmental friendly activities which are done in workplace such as learning and thinking about environment, developing and implementing ideas to reduce the negative impact of company's activity on physical environment, developing environmental friendly products and process, recycling, and reusing (Graves *et al.*, 2013) ^[8]. Organizational commitment is also an important element for employees because there is a tendency of pro-social behavior like sharing knowledge (Van Den Hooff and Ridder, 2004) ^[25], and innovative working behavior (Jafri, 2010) ^[10]. However, previous studies rarely consider pro-environmental behavior as a result of organizational commitment.

A study about pro-environmental behavior by Peng *et al.*, (2020) ^[17] recommends adding organizational commitment variable as an important predictor of pro-environmental behavior in future research. Previous study has shown that organizational identification is highly related to organizational commitment (Zientara and Zamojska, 2018) ^[26].

2. Theoretical Framework

2.1 Grand Theory Social Identity Theory

Social identification also defines the combination of individual and group psychology which directs individuals to see how similar they are with the other members of the group to consider characteristics defined by the group for individual interest and group interest. Social identity theory refers to social comparison theory by Festinger (1954) ^[7] which states that people have the urge to compare their own selves with other people who have similarity with them or slightly better in relevant dimension. Social identity will increase when the inside group is considered different and better than the outside group which make them has positive uniqueness. Social identity theory mentions that people tend to classify themselves and others into various different social categories such as organization membership, religion, gender, and age group (Tajfel and Turner, 1985) ^[22]. The category is defined using prototype characteristics abstracted by the member (Turner, 1985) ^[22]. According to

social identity theory, self-concept consists of personal identity which includes idiosyncratic characteristics like body parts, skill, psychological characteristics, and interest.

2.2 Conceptual Study

a. Pro-environmental Behavior

Pro-environmental behavior refers to a type of voluntary action which is done consciously and possesses an effort to solve environmental issue such as climate change, global warming, environmental degradation, and minimalizes the negative impact from one's action on the environment (Kollmuss and Agyeman, 2002) ^[12]. Pro-environmental behavior shown by employees goes on continuously, avoiding negative impact of the company's operational activities towards the environment, preserving and influencing other people to also participate in taking care of the environment. Pro-environmental behavior in workplace is a type of non-obligatory pro-social behavior and related to interest towards the preservation of earth which can only be displayed when someone cares about the next generation and the interest of mankind (Paillé and Boiral, 2013) ^[15].

b. Employee's Perceived Performance

Employee's perceived performance affects the extra-role performance like pro-environmental behavior. As a form of employees' responsibility outside of their main assignments, pro-environmental behavior is seen as Organizational Citizenship Behavior (OCB) (Kim *et al.*, 2016) ^[11] which can adjust the organization's mission by creating profit like saving cost and increasing differentiation (Pereira-Moliner *et al.*, 2015) ^[18], like decreasing the use of energy, water, and material and improving the image as well as the reputation of the company. Employees who try to improve their performance can consider the extra-role behavior and tend to get involved in pro-environmental behavior to improve their performance.

c. Organizational Commitment

Organizational commitment is defined as a condition where employees side with particular organization and want to maintain their membership in that organization (Robbins and Judge, 2015) ^[19]. Organizational commitment is an essential concept in managing an organization. Employees' commitment is important because employee's interests, goals, and needs have to conform to the goal of the organization in order to gain the best employee (Devece *et al.*, 2016) ^[5].

d. Organizational Identification

Organizational Identification (OI) is rooted in social identification theory which states that there are two main motives in identifying oneself with a group, the first one is the need of self-categorizing and the second one is the need of self-improvement. Self-categorizing is related to the improvement of safety and the reduction of uncertainty offered by the collective identification to the employees while self-improvement is related to the increased sense of self-worth (Ashforth *et al.*, 2008) ^[3]. Social identity theory gives the basic concept of organizational identification. Social identity theory suggests that individuals develop self-concept through their relationship with certain social group (Carmeli *et al.*, 2007) ^[4]. Social identification refers to the perception of group ownership where individuals think of themselves as a member of that group. Organizational identification refers to the cognitive relationship between the definition of organization and the definition that individuals apply on themselves (Dutton *et al.*, 1994) ^[6] which later gets developed when individuals integrate their belief about their organization to their personal identity belief.

3. Hypotheses Development

Based on the theoretical framework and previously conducted empirical studies, the hypotheses in this research are formulated as follows:

1. H1: Employee's perceived performance influences pro-environmental behavior positively.

Employee's individual participation and pro-environmental behavior rarely require additional ability related to attitude, value, and belief within work environment, (Li *et al.*, 2019) ^[13]. Employee with good performance will have the tendency to own high self-worth because that employee receives positive feedback from the organization. It will increase organizational identification which causes the employee to contribute more in pro-environmental behavior. Previous study from Peng *et al.*, (2020) ^[17] states that employee's perceived performance influences pro-environmental behavior in a positive manner.

2. H2: Organizational commitment influences pro-environmental behavior positively.

Zientara and Zamojska, (2018) ^[26] states that organizational commitment gives positive impact on employee's pro-environmental behavior and it is considered as a strong predictor of pro-environmental behavior. The bigger the compatibility between employee's values and organization's values is, the bigger the organizational commitment will be (Valentine and Barnett, 2003) ^[24].

3. H3: Employee's perceived performance influences Organizational Identification (OI) positively.

Study from Peng *et al.*, (2020) ^[17] shows that employee's perceived performance influences employee's pro-environmental behavior positively and significantly.

4. H4: Organizational identification (OI) influences pro-environmental behavior positively.

Employees highly self-identify with the organization when there is perceived belief that collective interest replaces personal interest and when there is higher compatibility between personal values and organizational values (Afsar *et al.*, 2018) ^[1]. Therefore, organizational identification (OI) tends to increase pro-environmental behavior amongst employees. Employees with higher organizational identification (OI) have higher opportunity to get involved in pro-environmental behavior because psychologically they will internalize the positive impact of the organization’s pro-environmental behavior. It is in line with the study done by Peng *et al.*, (2020) ^[17] which shows that perceived performance influences employee’s pro-environmental behavior in a positive and significant way.

5. H5: Organizational identification mediates the influence of employee’s perceived performance on employee’s pro-environmental behavior.

Peng *et al.*, (2020) ^[17] elaborates that perceived performance gives positive impact on pro-environmental behavior with organizational identification as its moderation variable.

Method

The model of this study was taken from the main article’s suggestion (Peng *et al.*, 2020) ^[17] to analyze organizational commitment which is highly related to organizational identification (OI) as an essential predictor for pro-environmental behavior. This study combined the first article’s model with the second article’s model (Zientara and Zamojska, 2018) ^[26] which is related to organizational commitment and Organizational Citizenship Behavior Environment (OCBE) or the pro-environmental behavior.

There are several factors which can affect employee’s behavior in workplace, among them are employee’s perceived performance, organizational commitment, and organizational identification. Employee with high performance appraisal will have higher self-esteem in the organization which will result in more contribution by that employee for the organization, one of which is by implementing pro-environmental behavior to achieve the organization’s goal. A member of an organization or an employee who appreciates the preservation of environment and sees positive behavior of the organization towards the environment while also commits for it will most likely be involved in pro-environmental behavior or OCBE. Employees who consider themselves excellent in doing their job tend to identify themselves with the organization and it makes their organizational identification high because they are confident about their future position inside the organization. The rise in employee’s organizational identification can also increase pro-environmental behavior (Peng *et al.*, 2020) ^[17] because employee will voluntarily help the organization to achieve the goal.

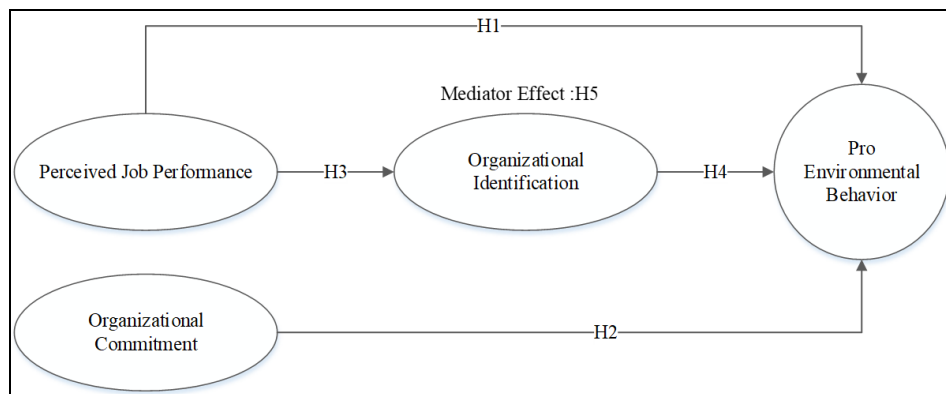


Fig 1: Framework Diagram

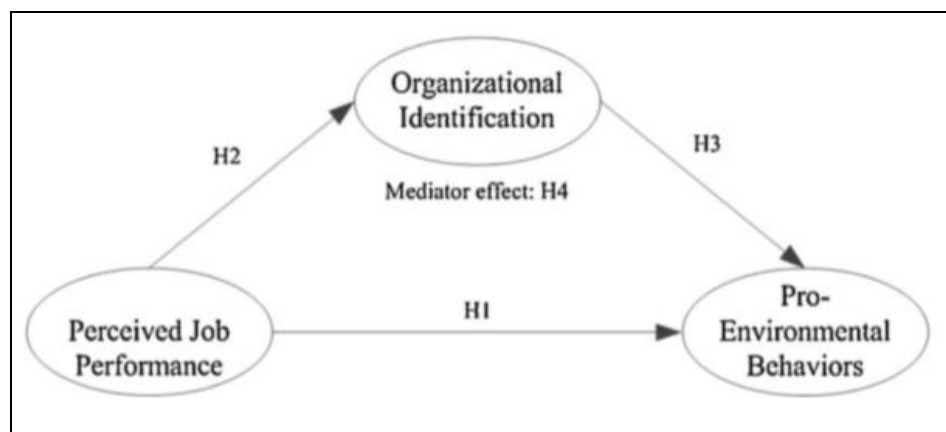


Fig 2: Reference Model Framework From The Journal Peng *et al.*, (2020) ^[17]

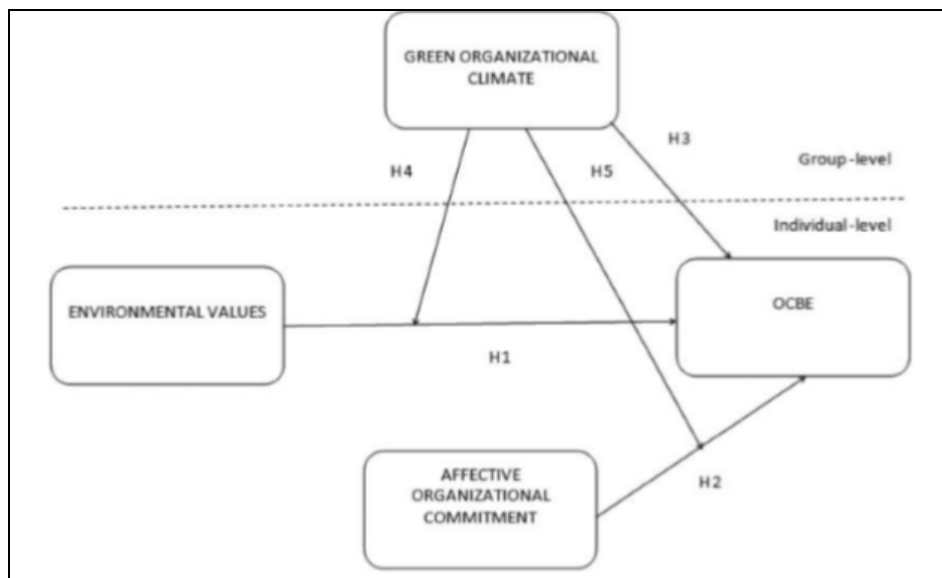


Fig 3: Reference Model Framework From The Journal Zientara dan Zamojska (2018) [26]

1. Identify Subsections

The primary data used in this study is respondent’s opinion which was obtained through questionnaire. This study used primary data obtained through online electronic questionnaire. Questionnaire used in this study was created in the form of Google Form and then the link was sent through electronic messenger for it to be forwarded by PT. Sinar Sosro internally to their employees which have been determined as sample for this study. The sampling method used was non-probability sampling. Afterwards, sampling was done using Convenience Sampling method. Non-probability sampling was used because the probability of certain element to be chosen as object was unknown. The sampling using convenience sampling was based on the availability of respondent and the ease to obtain it.

The secondary data used in this study was obtained through literature review in the form of journal and the results of previous study which can be used as reference in determining the variable of the research.

2. Data Analysis

The data in this research was analyzed using PLS (Partial Least Squares) and the smart PLS 3 program was utilized. PLS is one of the variants-based Structural Equation Model (SEM) methods. PLS technique was used for several reasons, including 1) it is to avoid problems related to the size of the sample in the study; 2) PLS provides simultaneous evaluation from the structural component and measuring component in one model; 3) it needs unrestricted assumption related to the distribution of the variable and assures that multicollinearity is not a problem.

Results

The overview regarding the respondents was obtained from their profile which was provided in the questionnaire in the identity section of the respondent. It is shown in the table below.

Table 1: Distribution of Survey Respondent

Measure	Item	Frequency	Percentage
Gender	Male	150	49.67%
	Female	152	50.33%
Age	21-30 years old	143	47.02%
	31-40 years old	55	22.00%
	41-50 years old	17	5.63%
Working Period	< 1 years	41	13.58%
	1 – 5 years	169	55.96%
	> 5 years	92	30.46%
Position	HRGA	35	11.59%
	Staff/Operation	261	86.42%
	Marketing	6	1.99%

Source: Primary Data Analysis Result, 2022

The data obtained from the questionnaire was processed using the smartPLS 3.0 software with outer model and inner model evaluation. Outer model was used to test the validity and reliability by observing the result from the

output of smartPLS 3.0 software. The result of the outer model has fulfilled the rule of thumb which consists of Cronbach’s alpha, convergent validity, and discriminant validity. All of the indicator variable has fulfilled the validity and reliability requirements.

The estimation for structural model relationship (path coefficient) represents the hypotheses relationship between constructs. The significance from coefficient depends on the standard error obtained from bootstrap. Bootstrap standard error enables the empirical calculation of t-value and p-value for all of path coefficient of the structural model. This study used one-tailed test with critical value 1.65 in significance level 5%; or p-value has to be lower than 0.05. The estimated output of the structural model test is displayed in the following figure and table.

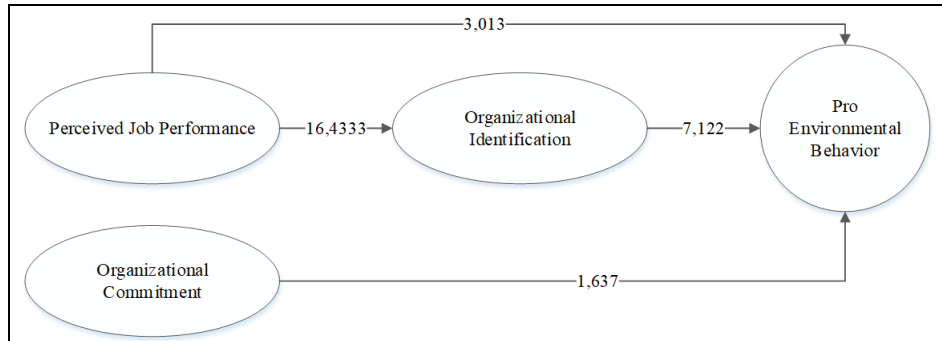


Fig 4: Research Model Results

Table 2: Result for Inner Weigh

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Hypothesis 1	PJP -> PEB	0.180	0.182	0.060	3.013	0.003
Hypothesis 2	OC -> PEB	0.104	0.110	0.063	1.637	0.102
Hypothesis 3	PJP -> OI	0.665	0.670	0.040	16.433	0.000
Hypothesis 4	OI -> PEB	0.472	0.469	0.066	7.122	0.000
Hypothesis 5	PJP -> OI ->PEB	0.314	0.314	0.047	6.678	0.000

Source: Primary Data Analysis Result, 2022

Table 3: Summary of Hypotheses Test

Hypothesis		Evaluation
Hypothesis 1	Employee’s perceived performance influences pro-environmental behavior positively.	Hypothesis Supported
Hypothesis 2	Organizational commitment influences pro-environmental behavior positively.	Hypothesis Unsupported
Hypothesis 3	Employee’s perceived performance influences organizational identification (OI) positively.	Hypothesis Supported
Hypothesis 4	Organizational Identification (OI) influences pro-environmental behavior positively.	Hypothesis Supported
Hypothesis 5	Organizational Identification (OI) mediates the influence of employee’s perceived performance on employee’s pro-environmental behavior.	Hypothesis Supported

Discussion

Based on the result of the study, it showed that there was a significant positive influence perceived by employees on pro-environmental behavior which means the better the performance perceived by the company’s employees, the higher the participation on pro-environmental behavior. This result supported the study conducted by Peng *et al.*, (2020) [17] which finds that employees with good work performance tend to have higher self-esteem because they receive good feedback from the organization (Peng *et al.*, 2020) [17]. It has the potential to improve the organizational identification which causes employees to contribute more on the pro-environmental activity.

The result of the study showed that the second hypothesis was rejected. The study conducted by Zientara and Zamojska (2018) [26] shows that organizational commitment gives positive impact on employee’s pro-environmental behavior. Several previous studies rarely consider pro-environmental behavior as a result of organizational commitment. Mayer, Becker, and Vandenberghe (2004) [14] argue that organizational commitment is not the proper variable to explore pro-environmental behavior because it only reflects employees’ willingness and their intention to stay in an organization. Based on that, it shows that organizational commitment relates more with pragmatism which emerges from working relationship rather than the values supported by employees as the organization’s identity, thus employees do not perceive pro-environmental behavior as the core of organizational commitment. Raineri and Paille (2015) [20] also argue that Employee Environmental Commitment (EEC) is the more relevant variable compared to organizational commitment.

The result of the study showed that employee's perceived performance influenced organizational identification positively which means the better the performance that employee perceives, the higher the organizational identification will be. The result of this study supports the study done by Peng *et al.*, (2020) ^[17] which states that employees with good performance have more probability to fulfill their need for self-development. The success of an organization is not unrelated to its employee's success. When employees achieve high performance, their organizational identification will be high too because there will be confidence about their future in the organization. Concerns about the uncertainty of their position in the organization will also decrease.

This study also displayed that organizational identification positively influenced pro-environmental behavior in a significant manner which means that the higher the organizational identification is, the higher the involvement that employees will do on pro-environmental behavior. Increased organizational identification that employees go through will result in their acceptance towards the organization's values and goal and they will eventually internalize the company's values and then show particular behavior where they will help the organization to achieve the goal. Organizational identification plays an essential role in improving sense of ownership towards environmental issue in workplace (Russell and Griffiths, 2008) ^[21]. Employees who identify themselves with the organization will show a stronger sense of ownership on environmental issue and it will affect employees' behavior such as in pro-environmental behavior (Paillé and Mejía-Morelos, 2014) ^[16]. Employees highly identify themselves with the organization when they believe that collective interest replaces personal goal and when the compatibility between personal value and organizational value is higher (Afsar *et al.*, 2018) ^[1]. Therefore, organizational identification tends to increase pro-environmental behavior amongst the employees. Employees with higher organizational identification (OI) have bigger potential to be involved in pro-environmental behavior because psychologically the employees will internalize the positive effect of their organization's pro-environmental behavior.

The result of hypothesis analysis about the influence of Organizational Identification (OI) as Mediation Variable on the Effect of Employee's Perceived Performance on Pro-environmental Behavior showed that employee's perceived performance positively and significantly influenced pro-environmental behavior through organizational identification which aligns with the study by Peng *et al.*, (2020) ^[17] where the perceived performance encourages employees to be more involved in pro-environmental behavior if it can improve employee's organizational identification. It is the result of positive feedback that the employees receive which fulfills their need for self-improvement so the employees perceive themselves as part of the organization who willingly conduct more pro-environmental behavior to improve the performance of their organization (He and Brown, 2013) ^[9].

Implication

It is hoped that this study can provide insight for companies to create strategy especially in increasing employee's pro-environmental behavior through employee's perceived performance and organizational commitment mediated by organizational identification so that the preservation of environment and the sustainability of ecosystem will be conserved. That insight can be used to design stimulus which may increase pro-environmental behavior of employees.

The results of this study is expected to be able to give understanding for the companies so that they can increase pro-environmental behavior, focus on organizational commitment, and pay more attention to things about organizational commitment which may become an issue such as regulations related to employees. Organization needs to give direction so that employees possess commitment for the company and so that it gives employees voice and makes employees accept important regulations related to them.

Limitation

Even though this study shows significant results, the concept still needs to be developed and tested on object with wider scale because the model of this study can only explain about employee's perceived performance, organizational commitment, and organizational identification on employee's pro-environmental behavior in PT Sinar Sosro. In addition, there is concept which has not showed significant result and needs to be tested further so that it can give more opportunity to develop on wider context.

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