

# Uncertain Supply Chain Management

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## The role of green human resource management in creating green supply chain culture in a service industry

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### ABSTRACT

This article investigates the supply chain analysis of the role of green human resource management including green behavior on the green work environment by emphasizing on the effect of direct supply chain analysis relation to green organizational culture and moderation of individual green values. This type of research is quantitative research. Primary data obtained from questionnaires distributed to 145 respondents. The collected data were analyzed using SEM-PLS (Structural Equation Model- Pear Least Square). Green organizational culture has a positive but insignificant effect on the work environment, green organizational culture has a positive and significant effect on green behavior, green behavior has a positive and significant effect on the green work environment, individual green values have a positive and significant effect on green work environments, green values individuals do not moderate the relationship between green organizational culture and green work environment, green behavior mediates the relationship between green organizational culture and green work environment. This research provides insight to leaders that to create a green work supply chain environment requires the role of green behavior as an intervening variable. However, the finding does not show the effect of individual green values as a moderating variable, so that green organizational culture can affect the green work supply chain environment. The existence of a green behavior variable that mediates the relationship between green organizational culture and green work environment is the originality of this study.

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## 1. Introduction

The problem of the green work supply chain environment has become one of the most important and most concerning things and has been widely discussed in the past few years (Garcia-Machado & Martínez-Ávila, 2019). Leaders and employees are beginning to realize that green work environment conditions are needed in addition to supporting performance, as well as preserving the work environment (Kumari, 2012). Green supply chain and work is becoming a new trend in every human daily life nowadays, including the work environment in every organization, company or education that carries the application of a green work environment (Yang et al., 2017; Unsworth et al., 2013). The green work environment in higher education is part of the green campus program which is motivated by the desire not only to have a comfortable, clean, shady (green), beautiful and healthy campus environment to gain knowledge but also to have a comfortable work environment (Speake et al., 2013). Oriented towards employee behavior who have a desire to participate and be responsible for utilizing existing resources in the campus environment effectively and efficiently, for example in the use of paper, writing instruments, use of electricity, water, land waste management, and others (Unsworth et al., 2013). However, in reality the green work environment

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has not been implemented properly, this is evident from the many employees who use excessive paper when an error occurs in the work process and throw away the sheets of paper, even though in fact they can still be used for other purposes. Likewise, with the use of electricity, seen from the monthly bill payments, which always increases, because awareness in the use of electronic devices such as the use of electric lights, computers and air conditions is always on when not in use (Paillé & Boiral, 2013). The success of an organization and a university in fostering a green work environment depends on the green organizational culture created by the leadership of the organization. A green organizational culture that has grown and developed will create an environmentally friendly work environment (Küçükoğlu & Pinar, 2016). There is accumulated evidence that the success of organizational initiatives for environmental sustainability depends on individual employee behavior (Norton et al., 2017). Employees can adopt green initiatives in the workplace because of social concerns or because of the legitimacy of environmental concerns (Boiral & Paillé, 2012). However, subjective, and objective constraints can prevent employees from acting in accordance with the environmental conditions in their workplace (Gürlek & Tuna, 2018). Carrico & Riemer (2011) found that there are barriers that prevent employees from engaging in energy-efficient behavior at work rather than at home because there are no bills or energy equipment to share. In addition, employees in the workplace may often refuse and have no interest in environmental practices (Rezapouraghdam et al., 2019). Chan et al., (2017) illustrates how the implementation of environmental initiatives affects employees' administrators who may have additional work to maintain service quality simultaneously. Thus, the environmental behavior of employees at work can be considered extraordinary behavior (Bissing-Olson et al., 2013). For example, in implementing a green work environment that uses the term Green Campus in the context of environmental preservation, it is not just a campus environment filled with green trees or a campus filled with Green Paint (Choi et al., 2017). However, further than that the meaning contained in a green campus is the extent to which campus residents can utilize existing resources in the campus environment effectively and efficiently, for example in the use of paper, writing instruments, the use of electricity, water, land, waste management, etc. All these activities can be made a balance sheet and can be measured quantitatively in both monthly and yearly terms. Higher education as a center for scientific development, in its activities cannot be separated from the use of quite a lot of paper. Almost all students and lecturers as well as campus administration staff are very wasteful in using paper. This will not only have a direct impact on increasing the volume of waste produced, and will also shorten the life of the landfills, but will also indirectly waste the use of capital and natural resources (timber forests).

## **2. Literature Review**

### *2.1. Green Organizational Culture*

Green organizational culture can be used in other terms such as environmentally friendly culture, pro-environmental culture, green awareness, sustainability culture, Triple Bottom Line (TBL) and corporate social responsibility (Tahir et al., 2019). Many researchers adapt the definition of organizational culture to green organizational culture, for example, Norton et al., (2015) refer to Schein & Schein, (2019) opinion that organizational culture can be used to define green organizational culture as a criterion for developing conceptual understanding. The definitions used by other researchers are also similar to the way Schein's definition of green organizational culture (Umrani et al., 2018; Chang & Lin, 2015; Marshall et al., 2015). Green Organizational Culture is a collection of values, symbols, assumptions, and organizational artifacts that reflect an obligation or desire to try to be an environmentally friendly organization (Harris & Crane, 2002). Organizational culture is defined as "a set of shared mental assumptions that guide actions and interpretations in organizations by defining appropriate behavior for different situations" (Ravasi & Schultz, 2006). In addition, organizational culture is defined as "a common pattern of basic assumptions about environmental issues and environmental management (Marshall et al., 2015; Chen et al., 2014; Schein & Schein, 2019). Green organizational culture includes shared beliefs, values, norms, symbols and social stereotypes about managing the organization's environment and shaping the standard behavior expected of individuals (Chang & Lin, 2015). The symbolism of environmental management and protection in an environmentally friendly culture/green organizational culture shapes the perceptions and behavior of organizational members (Umrani et al., 2016; Chen et al., 2014).

### *2.2. Green Behavior*

Research on green behavior in the workplace usually conceptualizes it as voluntary behavior (Paillé & Boiral, 2013; Ramus & Steger, 2000; Steg & Vlek, 2009). Green behavior is a form of pro-social individual behavior as an action that contributes to environmental sustainability (Wiernik et al., 2016). Ones & Dilchert (2012) offer a performance-based taxonomic clustering of employees' green behavior (EGB) with five categories: working sustainably, conserving resources, influencing others, taking initiative, and avoiding harm. According to Ones & Dilchert (2012), although the grouping of this order implicitly accepts obligatory and voluntary behavior, the categories themselves are not mutually exclusive, allowing a behavior to be owned by more than one group. According to Ones and Dilchert (2012), employees' green behavior is divided into 2 parts, namely: first, the required green behavior of employees (EGB). Companies seek to improve their environmental performance by introducing environmentally friendly jobs and tasks. The required green behavior of employees (EGB) is defined as environmentally friendly behavior carried out in the context of the job tasks required by employees (Bissing-Olson et al., 2013). This includes complying with organizational policies, changing work methods including choosing responsible alternatives, and creating sustainable products and processes. The concept of the EGB required is similar to a performance assignment (Dumont et al., 2017), which refers to the behavior demanded of employees by their superiors and contributes

either directly or indirectly to the core business. Second, employee green behavior (EGB) is voluntary. Employees can also choose to go beyond what the organization demands about environmental behavior. Voluntary employee green behavior (EGB) is defined as green behavior that involves personal initiatives that exceed organizational expectations (Ones & Dilchert, 2012). This includes prioritizing environmental interests, initiating environmental programs and policies, lobbying and activism, and encouraging others. The concept of voluntary EGB is aligned with the notion of contextual performance and organizational citizenship behavior, which refers to behavior that supports the organizational, social and psychological environment in which task performance takes place (Tanwari, 2020). It is the notion of free green behavior that tends to dominate the literature to date (Norton et al., 2015). Employee green behavior is pro-social (Chou, 2014); and from a pragmatic perspective, routine environmentally friendly work environment behaviors should include green behavior in both roles and extra-roles, as both forms of behavior contribute to organizational outcomes through value creation (Aziz, 2019). How green behavior is ultimately classified, such as whether the behavior is in a role or extra role, depends on the organization and the expectations the organization has of its employees (Paillé & Boiral, 2013). An illustration of employees behaving "green" is that they dispose of toxic waste not into the local water system or hazardous materials are disposed of in accordance with organizational policies and government regulations. This type of behavior is expected to be carried out by employees and, therefore, to become part of the formal job duties of a person. However, environmentally friendly behavior with extra roles is more cryptic and can be as simple as improving the work environment of an organization by turning off the computer at the end of the day and turning off the lights when not in use (Paillé & Boiral, 2013). Meanwhile, environmentally friendly behavior that does not play a role and extra-role is considered important to achieve the green goals of the organization (Norton et al., 2017).

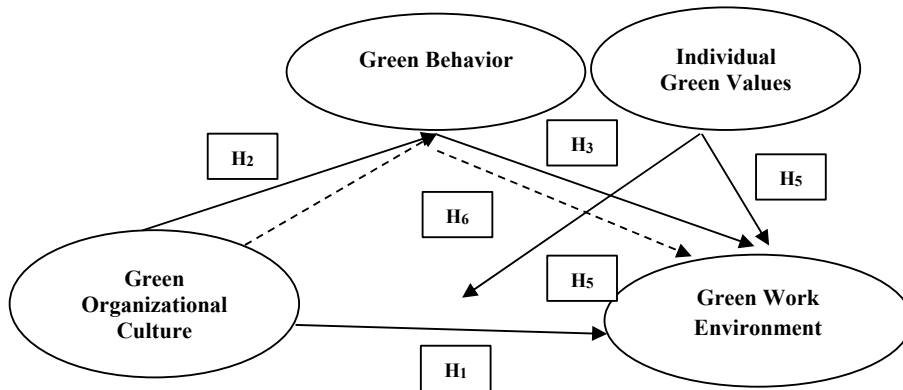
### 2.3. *Individual Green Values*

Individual green value is defined as a commitment to holding intrinsic values that are motivated to support natural and environmental problems (Chou, 2014). The contemporary values literature has underlined the importance of individual values in explaining individual attitudes and behavior (Davidov et al., 2008). Two main theories, namely the value-belief-norm theory (VBN) and the suitability theory of inventory values, largely support the ways in which individual values influence their behavior (Edwards & Cable, 2009). VBN theory states that personal values, beliefs, and norms will influence employee work behavior (Stern et al., 1999). Empirical studies, such as Andersson et al., (2005); Chou (2014); Schultz et al., (2005), have described the significant impact of personal environmental values on environmentally friendly behavior of individuals. All of these findings suggest a direct relationship between personal green values and employees' green behavior. Inventory value suitability theory states that if personal values are in line with the values provided by the organization, this will have a positive impact on employee attitudes and work behavior (Edwards & Cable, 2009). Although it may be self-evident that some conflicting values are likely to exist between individuals and the organization they work for, it is in the organization's best interest to fight for shared and congruent values (Paarlberg & Perry, 2007). The shared ideology that aligns individual values with the organization is expected to produce optimal work results for employees, such as strengthening organizational identification and the meaning of work, as well as positive work attitudes and behavior (Van Vianen et al., 2007; Edwards & Cable, 2009; Paarlberg & Perry, 2007). The stronger a person is connected to their organization, through aligned values and identification, the more likely it is that employees will be committed to achieving organizational goals and objectives (Cohen & Liu, 2011). Therefore, as identified by Day and Bedeian (1991), employee behavior is the interaction between people and the environment. According to Rupp et al. (2006), employees make explicit judgments about their organization's social responsibility policies and behavior, and it is this assessment that determines whether employees' psychological needs are met. The central theme of the theory of inventory values, therefore, would support the model proposed in this study if the organization provides an environment conducive to employee values (Van Vianen et al., 2007). As a result, employees' green values are compatible with the organization, it is expected that employees will be more likely to exhibit environmentally friendly workplace behavior. Conversely, if the employee's value is not in accordance with the employee's value the organization or the organization does not provide an environment that is in accordance with the employee's needs, so that the employee is less likely to show green behavior in the workplace. This means that individual green values and organizational green values interactively influence green behavior practices in the workplace of employees and the psychological green climate reflects the results of employees' assessment of the organization's green values. Therefore, individual green values will moderate the effects of green HRM and psychological green climate on green behavior in the workplace.

### 2.4. *Green Work Environment*

A green work environment is an environmentally friendly work environment that directs employees to preserve the environment (Elgaaied-Gambier et al., 2018). Ramus & Killmer (2007) argue that there are three dimensions of employee environmental behavior. First, environmental behavior is pro-social behavior, which simultaneously supports the welfare of individuals and the organizations they belong to. Second, environmental behavior is discretionary behavior, in which employees are responsible for influencing company change and producing components that create value. Third, environmental behavior is extra-role behavior that is not formally required for an employee's job with a goal or a rare reward system to encourage behavior that is beneficial to the environment. Therefore, employees face conflicting time demands between in-role behavior and extra-role behavior. Thus, employee motivation to indulge in environmental behavior is not only driven by

personal inclination and environmental values (Robertson & Barling, 2013; Ramus & Killmer, 2007), but also depending on the organizational context, such as corporate culture, empowerment, and support from management (Boiral & Paillé, 2012). Hoffman (2008) argues that when employees' environmental values match organizational values, employees respond positively and have greater job satisfaction. Likewise, Coy et al., (2013) argues that employee environmental behavior is a personal commitment that can only be activated through encouragement rather than through demands. In addition, contextual, individual and cultural factors may be important in shaping employee environmental behavior. Ramus & Killmer (2007) argues that employees who take environmental actions may be influenced by organizational and individual factors. Employees can hold intrinsic values that support natural and environmental problems and are therefore more motivated to take environmental action. About organizational influence, the organization's environmental policies and support from supervisors can encourage employees to participate in environmental initiatives.



**Fig. 1.** Conceptual Framework

Referring to the research framework created, the authors formulate their research hypothesis as follows:

- H1:** Green organizational culture has a positive and significant effect on a green work environment.  
**H2:** Green organizational culture has a positive and significant effect on green behavior.  
**H3:** Green behavior has a positive and significant effect on the green work environment.  
**H4:** Individual green values have a positive and significant effect on the green work environment.  
**H5:** Individual green values moderate the relationship of green organizational culture to the green work environment.  
**H6:** Green behavior mediates the relationship between green organizational culture and green work environment.

### 3. Methods

#### 3.1. Research Object and Unit of Analysis

This study used purposive sampling as a sampling technique. This technique is carried out by distributing structured questionnaires containing closed and open questions. Closed questions use a scale of 1 to 10, with Score 1 for Strongly Disagree and Score 10 for Strongly Agree (Gorodontse & Gawuna, 2017). In addition to closed questions, respondents were also given open questions which obliged the respondent to provide answers in elaboration, especially to describe things that closed questions could not reveal.

#### 3.2. Analysis and Model Testing Techniques

This type of research is quantitative research. The analysis technique for this research is the Structural Equation Model (SEM) which is supported by Partial Least Square (PLS) software (Gorodontse & Gawuna, 2017). The analysis technique was carried out in 2 (two) stages. The first stage is to evaluate the Measurement Model (Outer Model), which involves construct validity and construct reliability. One construct is considered valid if it has standard loading  $\geq 0.50$  with Average Variance Extracted (AVE) value  $\geq 0.50$ . Building reliability is considered good if it has a value  $\geq 0.70$  (Tabachnick & Fidell, 2013). The second stage is to evaluate the Structural Model Testing (Inner Model), namely calculating the R-Square value in the construct, testing hypotheses and testing the indirect effect relationship.

### 4. Results

#### 4.1. Demographic Characteristics of Respondents

Respondents in this study were 150 people who filled out the questionnaire. From this questionnaire, one hundred forty-five (145) data on respondents were obtained or about 96%. Regarding gender, male respondents were 59.31% of the total or 86

people, while female respondents were 40.69% or 59 people. The respondents who filled the most questionnaires were over 40 years, namely around 56.55% or 82 people. Based on the level of education, it is found that the most educated data are 37.24% or 54 people. The duration of work obtained data was that most of them worked over 10 years as many as 76.55% or 111 people (Table 1).

**Table 1**  
Identity of Respondents Identity of Respondents

Dimensions	Category	N
Gender	Male	86
	Women	59
Age	< 30	6
	30-40	57
	> 40	82
Level of education	High School	4
	Collage (D3)	4
	Undergraduate (S1)	36
	Magister (S2)	54
Length of work	Postgraduate (S3)	47
	< 5	11
	5 – 10	23
	> 10	111
Job Position	Lecturer	75
	Structural	77

#### 4.2. Evaluation Measurement Model (Outer Model)

According to the Structural Equation Model (SEM-PLS), an indicator is considered good if it has a factor loading level  $\geq 0.70$  or as low as  $\geq 0.50$ . The factor loading rate of most of the indicators fulfills this condition. Construct validity is measured using convergent validity and this measurement involves calculating the Average Variance Extracted. The construct reliability is measured by squaring the standardized loading rate of each variable indicator. The results of the first running calculation show that there are 3 (three) indicators that have dropped out, namely PH4, PH5 and LKH4 because they are below the required standards. The following is the calculation results on the second running, the following results are obtained:

**Table 2**  
Convergent Validity and Construct Reliability

No	Variable/Indicator	Std. Loading ( $\lambda$ )	Convergent Validity (AVE) $\geq 0.50$	Construct Reliability $\geq 0.70$
1	Green Organizational Culture		0.710	0.951
	BOH1	0.791		
	BOH2	0.776		
	BOH3	0.817		
	BOH4	0.902		
	BOH5	0.885		
	BOH6	0.755		
	BOH7	0.896		
2	Green Behavior		0.959	0.882
	PH1	0.836		
	PH2	0.744		
	PH3	0.859		
	PH6	0.845		
	PH7	0.810		
	PH8	0.783		
	3	Individual Green Values		
NHI1		0.897		
NHI2		0.858		
NHI3		0.878		
NHI4		0.841		
4	Employee Work Creativity		0.662	0.922
	LKH1	0.797		
	LKH2	0.793		
	LKH3	0.757		
	LKH5	0.727		
	LKH6	0.794		

Source: Processed data (2020)

Based on the data shown in Table 2, the convergent validity value of green organizational culture is 0.710, while the convergent validity value for green behavior, individual green values and green work environment, respectively, are 0.959, 0.738, and 0.662. All values of convergent validity of all variables are above  $\geq 0.50$ , which indicates that all constructs have

good validity. In addition, the reliability value of green organizational culture is 0.951, while the green behavior reliability value, individual green value and green work environment are 0.882, 0.934, and 0.922, respectively. All construct reliability values are above 0.70, thus it can be said that all constructs are reliable, or that each variable indicator actually explains the existence of the variable.

#### 4.3. Testing the Structural Model (Inner Model)

After knowing that all constructs have good validity and each variable indicator really explains the existence of the variable, the next step is to calculate the value of R – Square. Based on the results of the regression calculation using PLS, it can be seen that the R-Square value is as follows:

Table 3  
Value of R Square

Variable	R Square	R Square Adjusted
Green Work Environment	0.546	0.533
Green Behavior	0.428	0.424

Source: Primary Data, 2020

Table 3 shows that the ability of green organizational culture, green behavior and individual values in influencing the green work environment is 0.533 or 53.3% and the rest is influenced by other factors. Furthermore, green organizational culture is able to influence green behavior by 0.428 or 42.8% and the rest is influenced by other factors. It can be concluded that green organizational culture is an important factor in influencing green behavior and green work environment.

#### 4.4. Hypothesis Testing

Critical ratio (CR) of 1.960 and P-Value of 0.05 are used to determine whether the hypothesis is significant or not (for the 95% confidence level). If the CR score is above 1.960 and positive, and the P value is smaller than 0.05, it can be concluded that the hypothesis is acceptable and vice versa. The results of hypothesis testing can be seen in Table 4.

Table 4  
Path Coefficients

Variable	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Information
Green Organizational Culture → Green Work Environment	0.096	1.157	0.248	Rejected
Green Organizational Culture → Green Behavior	0.654	13.499	0.000	Accepted
Moderating Effect 1 → Green Work Environment	0.065	1.212	0.226	Rejected
Individual Green Values → Green Work Environment	0.423	3.652	0.000	Accepted
Green Behavior → Green Work Environment	0.298	2.546	0.011	Accepted

Information:

\* Sig 5% → t table 1,960

\*\* Sig 10% → t table 1.671

Source: Processed Data, 2020

Table 5  
Indirect Effect

Variable	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Information
Green Organizational Culture → Green Behavior → Green Work Environment	0,195	2,513	0,012	Accepted

Information:

\* Sig 5% → t table 1,960

\*\* Sig 10% → t table 1.671

Source: Processed Data, 2020

The results of testing the hypothesis in Tables 4 and 5, it can be stated that there is no influence of green organizational culture on the green work environment. Thus, hypothesis 1 is rejected. The finding also revealed that there is an influence of green organizational culture on green behavior. Thus, hypothesis 2 is accepted.

In the relationship between green behavior on the green work environment, the statistical analysis showed that there is an effect of green behavior on the green work environment. Thus, hypothesis 3 is accepted. The analysis also showed that there is an effect of individual green values on the green work environment. Thus, hypothesis 4 is accepted.

In terms of the effect of moderating variables, the output showed that individual green values do not moderate the relationship between green organizational culture and green work environment. Thus, hypothesis 5 is rejected. Meanwhile, green behavior intervenes the relationship between green organizational culture and green work environment. Thus, hypothesis 6 is accepted.

## 5. Discussion

A green work environment is an environmentally friendly work environment that directs employees to preserve the environment (Robertson & Barling, 2013). This green work environment will be realized if it is supported by a green work culture, green behavior and individual green values (Tahir et al., 2019; Norton et al., 2017; Gürlek & Tuna, 2018). Theoretically, the green organizational culture should affect the green work environment, because if the organization has adapted a green culture, it will have an impact on the green work environment. An organizational culture that is characterized by green will be a differentiator for other organizations, thereby adding to the excellence of the organization. The results of the research in table 4. explain that H1 is rejected, that there is no influence of green organizational culture on the green work environment. These results indicate that a green organizational culture is not able to directly influence the green work environment. This inability is caused because the leadership does not listen to customer opinions, low employees have a green awareness culture and there is no clear policy on green organizational culture. Therefore, this indicator should be the concern of the leadership in shaping a green organizational culture so that it can create a green work environment. In contrast to the research results of García-Machado & Martínez-Ávila (2019) Green HRM is positively related to the work environment of employees in the role of environmentally friendly behavior. Likewise with the results of Chou (2014) which states that the organizational culture climate affects the behavior of the employee work environment. The results stated that green organizational culture has a positive and significant effect on green behavior which subsequently accepts hypothesis 2. Green organizational culture in this study when associated with green behavior has a very significant impact. Based on empirical evidence in the field, the things that cause green organizational culture to affect green behavior are because the leadership has promoted environmental care for employees, provided training for employees to get used to protecting the environment and always be able to adapt to information on environmental changes. These results are in line with research (Becker & Huselid, 2006; Wright, 2001; Dumont et al., 2017) Green culture affects green behavior in the work environment. Likewise, the opinion of Dumont et al. (2017) that an organizational culture that applies green principles will shape the green behavior of its employees.

Green behavior has a positive and significant effect on the green work environment. The results of this study accept hypothesis 3. Green behavior in this study can influence the green work environment, because it is supported by the behavior of employees who like to protect the environment, have the enthusiasm to encourage others to the environment, voluntarily contribute time to the environment and have environmental fashion. The results of this study are in line with the research by Afsar et al., (2016) that individuals who have a passion for the environment are positively related to pro-environmental behavior. Likewise, the research results of Norton et al., (2017) which stated that they found a positive relationship between green behavior intention and employee green behavior the following day. Similar statements are also in accordance with the results of research by Dumont et al., (2017) which states that green psychological behavior has a positive effect on environmental behavior. The results of further research accept hypothesis 4 where the individual green value has a positive and significant effect on the green work environment. The results of this study indicate that individual green values can improve green work environments because they are supported by individual values, namely being able to conserve resources, and take initiatives. The results of this study are in line with Chou (2014) research those personal environmental norms have a positive effect on employee environmental behavior at work. In addition, research by Boiral and Paillé (2012) shows that personal environmental norms have a strong influence on environmentally friendly employee behavior and that those with higher environmental norms tend to behave green.

Hypothesis 5 in this study is rejected with the results of research that individual green values do not moderate the relationship between green organizational culture and the green work environment. This means that the individual green values possessed by each employee are not able to strengthen the relationship between green organizational culture and the green work environment. The factors that cause green values are not able to strengthen these relationships because individuals are not yet able to influence others, are not able to work sustainably, and have not been able to avoid the dangers that will occur. The results of this study are not in line with the research of Dumont et al., (2017) that the individual green value moderates the green effect of the psychological climate on extra-role green behavior. Likewise, with research Chou (2014), this states that individual green values influence the green work environment. The results of the study are based on table 5, which states that green behavior mediates the relationship between green organizational culture and green work environment, thus hypothesis 6 is accepted. The results of this study indicate that green behavior is a variable that can bridge the relationship between green organizational culture and green work environment because individuals like to be involved in environmentally friendly behavior, enjoy protecting the environment, enthusiasm to encourage others to the environment, voluntarily contribute time to the environment and have environmental fashion. The results of this study are in line with the research of García-Machado & Martínez-Ávila (2019) which states that Green HRM is positively related to the work environment of employees in the role of environmentally friendly behavior and research by Afsar et al., (2016) which states that individuals who have a passion for environmental relationships positive with pro-environmental behavior.

## 6. Conclusion

This study proves that green behavior as a variable that is able to bridge the relationship between green organizational culture and green work environment compared to individual green values as a moderating variable that is unable to strengthen the

relationship between green organizational culture and green work environment. Green behavior is a variable that is considered important in this study because it is able to bridge the relationship between green organizational culture and green work environment. The role of green behavior, especially in building a green work environment by maximizing the indicators that play a role in improving the green work environment, includes the behavior of employees who like to protect the environment, the spirit of encouraging others to the environment, voluntarily donating time to the environment and having environmental fashion. It is different from the direct influence of green organizational culture, where the green organizational culture has not been able to influence the green work environment. The empirical results in the field are caused by the leadership not listening to the opinions of customers/stakeholders, the low number of employees having a green awareness culture and the absence of a clear policy on green organizational culture. However, green organizational culture in this study plays a very important role in building green behavior. Green organizational culture as part of an environmentally friendly organizational culture is able to increase green behavior because it is supported by indicators that the leadership has promoted environmental care for employees, provides training for employees to familiarize themselves with protecting the environment and always be able to adapt to information on environmental changes. Likewise, individual green value, although it does not play a role as a moderating variable, in this study it is able to have a direct effect on improving the green work environment. This is due to the individual's ability to conserve resources and the ability to take initiatives so as to improve green performance.

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