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# THE EFFECTS OF GREEN CULTURE AND EMPLOYEE MOTIVATION ON GREEN WORKPLACE PRACTICE IN THE FOOD AND BEVERAGE INDUSTRY IN INDONESIA

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**Abstract:** The issue of green business practices has become an exciting topic to study in recent years. To achieve the SDGs, applying Green Human Resources Management in green business practices is an essential aspect because of its role as a key factor in the company's success. Given that the Food and Beverage industry is one of the industries with the most millennial generation employees, the support for millennial teamwork on green business practices is urgent in this study, "Are millennials involved in green practices." This study aimed to measure Green Workplace Practices among millennial employees through the relationship between green motivation (intrinsic and extrinsic) and green culture in the F&B industry in Indonesia. Data collection was done through a questionnaire. The sample in this study was 67 respondents processed using the purposive sampling method and structural equation modeling technique based on partial least squares. This study revealed that green motivation research can significantly influence green workplace practices and that green organizational culture plays a role in moderating the relationship between green motivation and green workplace practices. This research has significant implications for managers to see positive consequences when organizations adopt green practices. When organizations agree to reconstruct a green culture, they are not only doing their moral responsibility to society and the environment but investing in business sustainability in the future. The researcher realized there are limitations in the research, both in terms of time and quantity of data on millennial employees in the Food and Beverage industry that have not been fully explored optimally. Considering that there are not many studies on similar themes and research findings can be used as a foundation for future research.

**Keywords:** Green Motivation, Green Organizational Culture, Green Workplace Practice, Millennial

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## INTRODUCTION

The industrial revolution brought many changes to human civilization in different parts of the world. Industry and technology are two inseparable things in human life recently. Along with the various forms of convenience offered, it seemed that the environmental impact had become an undeniable factor as the consequence of the high rate of industrial activity. As the review by CNBC Indonesia, the concentration of carbon dioxide is 50% higher than before the industrial revolution (CNBC Indonesia, 2021). Moreover, this condition is getting more worrying and fatal and threatening human survival directly or indirectly if it is not resolved wisely (Yasir et al., 2020). Environmental damage cases have raised a lot of global public concern, which finally triggered many countries to push business owners to adopt the eco-friendly practice soon and orient toward sustainable development (Umrani et al., 2020). In Indonesia, green business practices have become the government's agenda for the SDGs (Sustainable Development Goals) movement. This action is also strengthened through Presidential Regulation of the Republic of Indonesia Number 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals. It is known that several business organizations in Indonesia have started moving towards green business practices, regardless of whether it is the manufacturing or service sectors (Ahmed et al., 2021). The regulation by the government ensures that all businesses are involved in pro-environmental actions such as pollution reduction, conservation, rehabilitation, and activities that protect nature (Yasir et al., 2020). As is well known, businesses are now faced with increasingly complex challenges, and to respond to stakeholder demands, many organizations are currently restructuring their culture to become environmentally friendly businesses. Empirical evidence reveals that organizational involvement in pro-environmental practices can affect future business prospects, such as superior business performance (Molenaar and Kessler, 2017), strengthened brand reputation, fulfilled legal compliance (Hasan et al., 2019), and cost savings (Makower, 2021). Unfortunately, very minimal literature support was found to address the business urgency of the environmentally friendly practices (Bulinska-Stangrecka and Bagienska, 2021). This study, therefore, further adds to the

workplace practice literature along with employee culture and motivation to help organizations become environmentally sustainable and increase their competitiveness in a socially responsible manner (Haider et al., 2019).

One of the industries with the most significant environmental impact is the food and beverage industry. Many of its operational management decisions directly impact the environment, such as policies related to packaging, waste management, and the raw materials used. This industry also has large market demand that made it soar through various product diversification from year to year. Along with its activities, this sector is claimed to be an industry that actively supplies large amounts of waste and uses energy with large capacities (Junsheng et al., 2020). Therefore, the food and beverage industry must adopt initiatives that can promote environmental conservation wisely. Internally, the organization requires the role of all employees to be involved in environmentally friendly actions (Sharma et al., 2021). A survey states that employees who care about the environment can be a strength for the organization, especially since green behavior is quite familiar to millennials today. It is evidenced by the results of the World Economic Forum's Global Shapers Survey in 2017, and it was found that the millennial generation is more concerned with environmental issues such as climate change than other world issues. Therefore, many millennial generations are currently moving as pioneers in the prevention and handling of environmental issues (Global Shapers Community, 2017). Millennials have various interesting ideas and innovations to protect and preserve the environment, such as replacing plastic straws with stainless or bamboo straws that can be used repeatedly and are more environmentally friendly. Supporting the existing phenomenon, millennials are the second largest workforce (24-39 years) and are spread across all employment sectors (CNN Indonesia, 2021). At least the millennial generation accounts for 50 percent of all age generations and all sectors (Lokadata, 2020). Not much investigation has been carried out to support the assumption of whether millennials are involved in green organizational practices to build a clearer consensus on their relationship to organizational environmental performance. In the green literature, many recent studies have studied the association between the green HR

practices and environmental management (Umrani et al., 2020). For example, the research of Ahmed et al. (2021) examining intrinsic and extrinsic motivation has a positive relationship with the green performance of organizations in the hotel sector. Fundamentally, employee motivation is central when the organization agrees to be environmentally friendly (Ahmed et al., 2021). Several positive correlations were found as the results of research by Li et al. (2020), which stated that green motivation affects the green creativity and green commitment (Sharma et al., 2021), which ultimately leads to employee performance (Aladwan et al., 2015); (Djalil and Devi, 2021), to green workplace practices (Morgan and Rayner, 2019); (Bulinska-Stangrecka and Bagińska, 2021). Furthermore, the latest research results try to capture the variables that can increase the influence of employees' green motivation in environmental sustainability actions in the organizational space, one of which is through a green organizational culture (Moktadir et al., 2019). It is said that organizations with effective environmental management and an environmentally friendly organizational culture are claimed to be able to give employees a tendency to be more competent and motivated (Umrani et al., 2020).

This study was designed to fill a gap in the green literature. After reviewing the literature and according to the author's best knowledge, not many have linked the understanding of millennial employees' green motivation and green organizational culture to green workplace practice in the food and beverage industry sector. However, Bulinska-Stangrecka and Bagińska (2021) recently linked this concept in a different form, where their research views organizational culture as incidental to implementing corporate green practices. On the other hand, contradictory research results capture that green organizational culture has inconsistencies in goals, effects, and solutions that are often perceived differently by stakeholders. Hence, it only looks like maintaining the positive social image to deal with stakeholders (Tahir et al., 2019). Moreover, the gap in the results of the latest research is also emphasized by Aggarwala and Agrawala (2022) that green culture is not sufficiently able to moderate the influence of green human resource management practices with green organizational performance. It is in contrast to the results of previous studies.

Assessing employee perceptions is difficult, especially in measuring employee behavior regarding environmental responsibility. Hence, understanding how and why employees differ in behavior is a concern for organizations with green goals (Jackson et al., 2012). This research is expected to provide input to managers in making decisions, especially regarding green practices involving employees. So, based on the phenomenon and background above, the researcher intends to examine the Green Culture Organization in moderating the relationship between Green Motivational and Green Workplace Practices for young employees in the F&B companies as the ten companies with the most millennial employees (Lokadata, 2020).

## LITERATURE REVIEW

### Green Culture Organizational

In the literature review, green culture is often divided into several terms, such as environment-friendly culture, sustainability-oriented culture, and many others. This concept has positive work outcomes, such as organizational performance (Sharma et al., 2021) and competitive advantage (Mohezar et al., 2016). Management theory views organizational culture as a complex set of values, beliefs, assumptions, and symbols that characterize or determine how companies run their business (Bulinska-Stangrecka and Bagińska, 2021). When organizations incorporate green concepts, organizations want to interpret the wants and needs to operate in a green way (Sharma et al., 2021) and have beliefs about the importance of balancing economic efficiency, social justice, and environmental accountability (Rizvi and Garg, 2021). When an organization engages in the green practices, it not only carries out its social responsibility but also prepares the best investment in developing the new resources and capabilities, that resulting in a sustainable competitive advantage (Mohezar et al., 2016).

### Green Motivational

The green motivation of employees is an essential factor in the green environmental performance sector because when the employee is not motivated to obey green practices, they will not be able to implement green practices successfully (Rani and Mishra, 2014); (Ahmed et al., 2021). This emphasis becomes very meaningful to see the de-

pendence of the organization on employees, so this is also reinforced by the literature evidence, which reveals that motivation has a positive performance correlation in improving the organization's environmental performance (Chang, 2018); (Rizvi and Garg, 2021). It makes sense that companies with an ecological orientation are more likely to hire applicants who have environmental knowledge and motivation (Tang et al., 2017). In Green Human Resources Management, employee motivation is one of the critical activities determining the success or failure of implementing an organization's green practices (Roscoe et al., 2019). In practice, employees have two different motivational orientations: intrinsic and extrinsic.

### Green Workplace Practice

Green practices are integrated with corporate ethics and create corporate value. In this case, managers can directly influence organizational decisions to engage in green practices. Adopting a green strategy requires companies to implement strict environmental standards for their green products or processes (Chang, 2018). Literature evidence reveals that employee engagement in green practices plays a central role (Morgan and Rayner, 2019) as employees contribute to reducing energy and other resource consumption by adopting everyday green behaviors in the workplace (Bulinska-Stangrecka and Bagienska, 2021).

## HYPOTHESIS DEVELOPMENT

### Green Motivation and Green Workplace Practice

The human element has become a crucial factor in the organization since it cannot achieve its goals without quantitative and qualitative human resource support. Likewise, when the organization aims to transform its operational process, the product and service are eco-friendly practices, so the individual antecedents as employees' green practices become a significant aspect (Hasan et al., 2019). The employee is motivated intrinsically and extrinsically in their work. An employee with intrinsic motivation involved in green practice will tend to show positive behaviors towards the job, for example, love of nature, waste reduction action, and avoiding things that can harm an environment.

**H1:** Green motivation employee affects significantly on workplace's green practice.

### Green Organizational Culture and Green Workplace Practice

Most organizations are restructuring their culture to accommodate new factors on issues like environment, behavior, and attitude relating to environmental problems (Firoz and Abinakad, 2016). An organization with effective environmental management and an eco-friendly organizational culture is claimed to give the employee a tendency to be more competent and motivated (Umrani et al., 2020). The empirical evidence shows that green culture is not only able to increase awareness of environmental management (Rani and Mishra, 2014); (Cang, 2015); (Sharma et al., 2021) but also encourage the green workplace practice of the employee, employee performance and financial performance (Bulinska-Stangrecka and Bagienska, 2021), until it can meet the customer demand (Chu et al., 2018). An eco-friendly organization may have green value in the business activity (Sharma et al., 2021), as it has been understood that the organizational culture is an ideology reflected in employee behavior. Thus, the organizational culture is regarded as "green" when the employees struggle to lessen profit orientation and trigger organizational action. It may positively affect the environment (Roscoe et al., 2019) and green workplace employee practices (Bulinska-Stangrecka and Bagienska, 2021).

**H2:** Green organizational culture significantly affects green workplace practice

### Moderate Role of Green Organizational Culture

Based on the literature, the green workplace practice is like a movement or practice that leads to energy consumption savings in the operational business process for electricity, water, and machine use and assures efficient resource use. This perspective is a money-saving for the organization, even though it should be admitted that not all employees will consider the impact directly (Bulinska-Stangrecka and Bagienska, 2021). Therefore, the organization should consider and pay attention to things or determinants that can indicate employee involvement in their green action or focus on phenomena that will direct the employee to the implement a sustainable green workplace practice (Al-shaabani et al., 2021). It is then reflected in their workplace attitude, behavior, and action (Morgan

and Rayner, 2019). Previous research by Haider et al. (2019) has referred that environmental knowledge predicts employee attitude toward green behavior in the workplace. The knowledge-based persuasive intervention, which is aimed to increase the employee's knowledge, attitude, and motive, can be given so that the employees are involved in the green behavior of an organization. Further, as the manifestation of intervention that can be conducted by the organization, such as consideration of some control variables, including the participant's personality and organizational culture (Haider et al., 2019). This recent research result captures variables that can increase the effects of green workplace practices, like employee green motivation (Ahmed et al, 2021). The size of employee motivational power will also be affected by the green organizational culture as a set of the values and beliefs of those organizational fellows (Moktadir et al, 2019).

**H3:** Green organizational culture is able to significantly moderate the effects of employee green motivation on green workplace practice.

## METHOD

This research is included in the explanatory study with a quantitative approach. The focus of this research is to see the extent of the influence of green motivation in determining the green practices of millennial employees in the food and bevera-

ge sector, combined with green organizational culture as a moderating variable. This research was conducted for five weeks, involving a population consisting of companies engaged in food and beverage in Indonesia, whether state-owned, private, or other types of organizations that are the legal entities as the research population. Since there is no concrete data on the number of millennial employees working in the food and beverage industry, it is possible to use a purposive sampling technique. A total of 67 respondents were obtained, consisting of young employees with an age range of under 39 years working at all managerial levels. Meanwhile, data collection techniques were carried out through questionnaires or Likert scale questionnaires. Questionnaires were distributed online and offline. The questionnaire involves two sections: the first section is a demographic respondent profile, and the second section deals with the research constructs. The Green Motivational consists of a combination of measurements and five items adopted by (Junsheng et al., 2020) and one item proposed by (Bulinska-Stangrecka and Bagienska, 2021). Green Organizational Culture involves five of the seven items proposed by (Bulinska-Stangrecka and Bagienska, 2021). As many as ten items were also adopted to measure Green Workplace Practice in the same references. The research data were analyzed using the Partial Least Square (PLS) method of SmartPLS software version 3.

## RESULTS

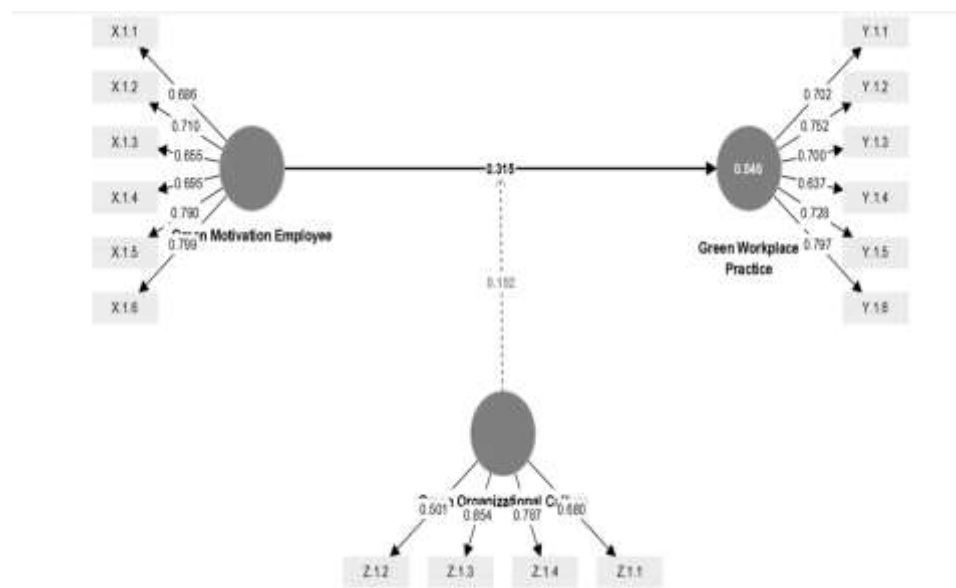


Figure 1. Model Parameter Estimation



This research used primary data collected through a questionnaire distributed to millennial employees who worked at F&B industries with as many as 67 respondents. This number was according to the minimum sample requirement (Sekaran, 2017). The respondent characteristics were 26 female and 41 male employees with the birth range between the years 1993 – 1995. Most respondents were permanent employees who worked at a private organization, with the majority of the working period between 1-5 years. After tabulation and pro-

cess of data analysis by using PLS, the result of parameter estimation of algorithm model by using PLS-SEM could be seen in the following figure 1. The evaluation of the measurement model was conducted to examine (a) internal consistency reliability by using composite statistic reliability, (b) indicator reliability by using the indicator's outer loadings, (c) convergent validity by using AVE statistics, and (d) discriminant validity by using cross-loadings. A detailed explanation could be seen in the following table 1.

**Table 1. Construct Reliability and Validity**

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
<i>Green Motivation Employee</i>	0.821	0.844	0.868	0.525
<i>Green Organizational Culture</i>	0.701	0.759	0.804	0.515
<i>Green Workplace Practice</i>	0.814	0.816	0.866	0.520

It was known that the value of composite reliability for all constructs was greater than 0,798, so it was referred that the construct has a quite high internal consistency. On the other hand, the significance of the relation on the structural model was

also examined. Table 2 showed that employee green motivation, green organizational culture, and green motivation employees through green organizational culture could significantly affect green workplace practices.

**Table 2. Significance of Relation to Structural Model**

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics ( O/STDEV )</i>	<i>P values</i>
<i>Green Motivation employee -&gt; Green Workplace Practice</i>	0.315	0.335	0.116	2.720	0.007
<i>Green Organizational culture -&gt; Green Workplace Practice</i>	0.516	0.508	0.095	5.431	0.000
<i>Green Organizational Culture x Green Motivation Employee -&gt; Green Workplace Practice</i>	0.152	0.138	0.074	2.053	0.040

The effects of these research variables were summarised in Table 3. It was stated that organizational culture could significantly increase the green motivation of the employee to implement green behavior in the workplace. On the other side, this research model has the determinant coefficient of 0,546. This value referred to the accuracy level of

model prediction on the relation between green motivation employees, green organizational culture, and green motivation employees through green organizational culture could significantly affect a green workplace practice. Based on the results of data processing that has been carried out to answer the proposed hypothesis, it is known that all three

hypotheses are accepted. It shows a significant influence between the independent and dependent variables.

**Table 3. Total Effects**

	<i>Green Workplace Practice</i>
<i>Green Motivation Employee</i>	0.315
<i>Green Organizational Culture</i>	0.516
<i>Green Organizational Culture x Green Motivation Employee</i>	0.152

**Table 4. Determinant Coefficient**

	<i>R-square</i>	<i>R-square adjusted</i>
<i>Green Workplace Practice</i>	0.546	0.532

#### **The influence of Green Motivation Employee on Green Workplace Practice**

The results of hypothesis testing show that the P-value of the effect of green motivation employees on green workplace practice is 0.007 and has a positive T-Statistics value. It could be stated that green motivation employees positively affect green workplace practices. Green Motivation Employee significantly affects Green Workplace Practice with a large effect of 0.315 or 31.5%, so the other variables outside the research model influence 67.5% of Green Workplace Practice. The results of the path coefficient test in the evaluation of the inner model scheme show that the influence of Green Motivation employees on green workplace practice has the second strongest level of significance from the other variables, which is indicated by the T-Statistics value of 2,720. It is due to the lack of Green Motivation Employees who are directly owned in achieving green business practices. Therefore, findings related to employee motivation must be evaluated further because employee motivation plays an important role in achieving green business practices.

#### **The Influence of Green Organizational Culture on Green Workplace Practice**

Based on the hypothesis test results, it is known that the P-Values, the value that forms the in-

fluence of Green Organizational Culture on Green Workplace Practice, is 0.000. Added with a positive T-Statistics value means that Green Organizational Culture has a positive effect on Green Workplace Practice. Green Organizational Culture significantly affects Green Workplace Practice with a large influence of 0.516 or 51.6%, so other variables outside the research model influence 48.4% of Green Workplace Practice. The results of the path coefficient test in the evaluation of the inner model scheme show that Green Organizational Culture on Green Workplace Practice has the strongest significance level from other variables, which is indicated by the T-Statistics value of 5.431. It shows that organizational culture has a direct role in green business practices.

#### **The Moderation Role of Green Organizational Culture**

Green Motivation Employees have a significant effect on Green Workplace Practice through Green Organizational Culture, which is known to have a P Values value of 0.040 and a positive T-Statistics value, with a magnitude of 0.152 or 15.2 persen. It indicates that variable moderated Green Motivation Employees' influence on Green Workplace Practices.

### **DISCUSSION**

#### **The influence of Green Motivation Employee on Green Workplace Practice**

This study examines the effect of green motivational employees on green workplace practice by including the moderating effect of green organizational culture. Similar studies have not been widely studied, so the availability of literature is very limited, especially in the food and beverage industry sector. The findings reveal that each of these research variables influences employees' green practices in the workplace. As explained in the results section, that green motivation significantly influences employees in implementing pro-environmental attitudes and actions in the organization, which also supports the findings (Bulinska-Stangrecka and Bagienska, 2021) ; (Ahmed et al., 2021). Theoretically, employees can be intrinsically and extrinsically motivated, both of which have a positive side and vice versa. Motivation is a person's driving force and affects intensity, direction, and work behavior. Not all employees in the organiza-

tion have the same motivation, meaning motivation is personal. Maybe someone can be seen as enjoying environmentally friendly activities because they enjoy them (intrinsically). Still, someone also needs extrinsic motivation in the form of rewards, continuous supervision, and compensation to make him want to be involved in environmentally friendly activities (Djalil and Devi, 2021). Both are like two axes that always exist in the organizational environment, which has been confirmed by empirical support for a long time.

### **The Influence of Green Organizational Culture on Green Workplace Practice**

Furthermore, green culture also plays an important role in achieving green business practices. The results of this study also support research (Wang, 2019); (Junsheng et al., 2020); (Umrani et al., 2020) which reveals that organizational culture can be developed and disseminated as a set of values by a managerial team to guide corporate goals. A green organizational culture can lead employees to accept green innovation as a fundamental value of the organization to feel more involved in environmental issues (Chu et al., 2018). Suppose employees find that managers and organizational culture support fulfilling employee needs. In that case, the organization will directly get support from employees, and the organization's green goals can be achieved. Being a green organization can be interpreted as being morally responsible and more than that. Some reasoning should be emphasized in this research. First, cultural transition into green business at least needs a serious commitment from the leader, which this commitment can affect employee behavior. Second, it is not enough to exemplify green behavior in the workplace. This practice also needs policy design supported by some obvious programs, audit systems, and performance appraisal to raise employee awareness to get involved in the organization. Third, the reinforcement program through giving benefits to the employee can be performed in many ways, for example, by providing gifts, incentives, or sharing profit to the go-green fighters. For the employees using public facilities or cycling, non-material appreciation will stimulate them succeeding the green movement in the workplace. Fourth, designing a layout and a healthy and eco-friendly workplace is important to stimulate the employees to be the green warriors.

Fifth, the transition to green work culture should tell about the changes in organizational culture; driving the employees to go green needs extra effort. Therefore, communication and top-to-bottom coordination, and vice versa, are required.

### **The Moderation Role of Green Organizational Culture**

When employees share a vision and objective to lessen harmful effects and promote beneficial effects on the environment, a green organizational culture is developed. As a result, the human component is the primary predictor of the employee organizational green behavior (Rizvi and Garg, 2021). Utilizing paper, decreasing plastic waste, using power-efficient technology, and engaging in other more aggressive go-green activities are all examples of how this research shows how the business culture that promotes the green movement can affect employee behavior. Employee resistance emerges during the transition phase because it is difficult to change new human behaviors. Additionally, there are hints that additional factors may be at play, which could amplify the impact of employee green motivation on green workplace behaviors.

### **IMPLICATIONS**

This research has significant implications for managers to see positive consequences when organizations adopt green practices. When organizations agree to reconstruct a green culture, they are not only doing their moral responsibility to society and the environment but investing in the business sustainability in the future. This study also emphasizes the importance of internalizing green culture to get support from all individuals in the organization. The importance of leadership supervision and communication to motivate employees is the main thing. Furthermore, organizations need to present strategies or programs that can motivate employees to implement pro-environmental initiatives in their daily roles to achieve green goals. Organizations need to consider well that the reorganization of green businesses creates opportunities for the companies to innovate by reducing energy, which can drive lower costs.

### **RECOMMENDATIONS**

The researcher realized there are limitations



in the research, both in terms of time and quantity of data on millennial employees in the F&B industry that have not been fully explored optimally. Considering that there are not many studies on similar themes and research findings can be used as a foundation for future research.

The researchers identify the possibility that the green workplace practice can be affected by other variables. The next researchers are expected to accommodate similar research with a larger sample. Therefore the result can figure out a more concrete situation regarding the fact that business sustainability is determined by today's efforts and human resources as the main factor that can succeed in the change of green organization.

## CONCLUSIONS

This research result can prove that green organizational culture can significantly moderate the effects of green motivation employees on green behavior in the workplace. This research result refers to employee motivation (both intrinsic and extrinsic) as a control variable of individuals that can affect the employee behavior and attitude in playing their role as the organization's fellow, especially in supporting green organizational programs. In line with this statement, to build green values in the organizational environment, a strong organizational culture will directly affect employee behavior in the workplace. This condition is certainly not separated from the role of human resources in accommodating and stimulating employees. The better way human resources gives a positive intervention is acceptable by the employee through the programs of the green business reinforcement, so the employees can fully support the organizational goals.

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