

The Impact of Strategic Human Resources Management to Organizational Citizenship Behavior for the Environment in Manufacturing Company

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Abstract

This study investigated Strategic Human Resource Management (SHRM), Internal Environmental Orientation (IEO), and Organizational Citizenship Behavior Environment (OCBE) of manufacturing companies in Jakarta and its surrounding areas. This specifically aimed at identifying the influence of SHRM and IEO towards OCBE, and whether IEO moderates the influence of SHRM towards OCBE. The respondents of this study were employees from various levels of function in several industries and companies engaged in manufacturing. There were 150 respondents that had been successfully selected which were collected by performing convenience sampling. The analysis result from the obtained data shows that the SHRM, IEO, and OCBE of the companies of where the respondents working in are considered acceptable yet in need of improvements. In addition, it is revealed that there is a positive and significant influence of SHRM and IEO towards OCBE. However, the IEO variable does not moderate the influence of SHRM towards OCBE.

Keywords

Strategic Human Resource Management (SHRM), Internal Environmental Orientation (IEO), Organizational Citizenship Behavior for the Environment (OCBE)

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Background

In this modern era, companies are sued by their stakeholders and shareholders to develop environmentally responsible activities. Organizations greening is based not only on technology or formal management systems. Greening initiative is undertaken by the employees by, for example, demonstrating process improvement, energy efficiency, waste recycling or preparing greening committee that share a significant impact towards environmental performance (Ramus

and Steger 2000 in Paille et al, 2001). A company, aside from its responsibility on increasing the value of the company and the shareholders' welfare, is also obliged to route environment sustainability so that a sustainable development is achieved. Companies are no longer exposed limited to economic profits aspect; they also have to take considerations on the impact that may occur on the environment.

Jackson et al., (2012 in Paille et al, 2014) and a few studies show how employees' initiatives on keeping their works to be

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in accordance with the environmental balance could give a significant role to the companies on reducing environmental problems. Some studies have explicitly discussed the extent of human resources on stimulating employees' eco-friendly behavior which then allows the companies to improve the environmental performance.

Indonesia is one of the countries in the world that has a relatively bad environmental performance. According to the State Ministry of Environment, the quality value of Indonesian living environment in 2013 is 63.13 and shows a slight increase in 2014 in the number of 63.42 in the scale of 100. Research result of the World Economic Forum shows the equal data, in which the value of the Environmental Performance Index (EPI) of Indonesia in 2014 is 44.36 and ranked 112 out of 178 countries worldwide. This number was obtained by referring to three indicators which are the quality of the river water, air quality, and forest cover. Greenpeace Indonesia mentioned that the main cause of the poor quality of Indonesia's environment is the pollution produced by industries in Indonesia. The data obtained by Greenpeace Indonesia shows that industrial waste, mainly from manufacturing industries, has been currently out of control thus causing long term damage on human and environmental health. Manufacturing industries frequently dispose hazardous chemicals of manufacturing processes waste. These harmful chemicals are disposed straightaway to the environment without any further management.

Paille et al (2014), in a journal entitled *The Impact of HRM on Environmental Performance: An Employee-Level Study*, has investigated the relationship between human resources management with environmental performance by highlighting the employees involvement

in giving contributions to their company to become more environmentally friendly and is supported by internal orientation to the environment as its moderation. The object of this research is the employees of manufacturing industries in China. This research shows that Organizational Citizenship Behavior for the Environment (OCBE) or Eco-Friendly Employees Behavior mediates the relationship between Strategic Human Resources for the Environmental Performance. This leads to the need of more-focused selection, training provision, and rewards provision for employees who gradually show eco-friendly performance on their working activities. In addition, his research result also shows that Internal Environmental Orientation affects the relationship between Strategic Human Resources Management with the OCBE. This indicates that there is a critical strategic orientation on directing and influencing the implementation of the company's strategic human resource management.

Referring to the research conducted by Paille (2014) which is relevant to the manufacturing industries and environmental performance condition in Indonesia, the researcher considers that it is necessary to conduct a similar research with the sample of the employees of manufacturing companies in Indonesia.

Objectives of the Research

This research is conducted in Indonesia, which is a modification of the referred research conducted by Paille (2014). Referring to the model employed in the previous related research conducted by Paille (2014) in which the dependent variable is the Environmental Performance, the researcher considers that the analysis unit that is more relevant to this research is the manufacturing companies, in which a person or a group

of people are considered to be competent in answering the questionnaire on behalf of the company.

Considering the researcher's lack of access, the researcher simplifies the research model with Organizational Citizenship Behavior for the Environment (OCBE) or Pro-Environment Employees as the dependent variable, and the Strategic Human Resources Management and Internal Environment Orientation as the independent variable. Thus, the unit of analysis in this study is the manufacturing companies' employees, in which the voice of one employee represents their own selves. Finally, the objectives of this research are:

- To indicate the employees' appraisal on Strategic Human Resources Management (SHRM), Internal Environmental Orientation (IEO), and Organizational Citizenship Behavior for the Environment (OCBE) in manufacturing companies.
- To indicate the influence of Strategic Human Resources Management (SHRM) towards Organizational Citizenship Behavior for the Environment (OCBE)
- To indicate the influence of Internal Environmental Orientation (IEO) in moderating the influence of Strategic Human Resource Management (SHRM) strategy towards Organizational Citizenship Behavior for the Environment (OCBE)
- To indicate the direct influence of Internal Environmental Orientation (IEO) towards Organizational Citizenship Behavior for the Environment (OCBE)

Theoretical Review

Strategic Human Resources Management Schuler and Walker in Schuler and Jackson (1999) defined strategic human resources management as a set of collective processes and activities possessed by

the department of human resources and line managers to solve business problems related to the objectives of the organization. While Schuler (in Schuler and Jackson, 1999) defined strategic human resources management as all activities that affect individual behavior in an effort to formulate and implement business strategic needs.

Human resources play an important role in achieving the goals of the organization. Organization is defined as a unit that coordinates two or more human resources in achieving sustainable goals. In order for any business organization can survive and compete in globalization era, with a broad and strict competition, superior human resources are needed. Tahir (2011) mentioned a superior human resource is a human resource that not only has the capability in doing routine duties, but those who also contributes in adding values for the organization. They should be partners, players, and pioneers in creating added values and play as the agent of change. Aside of hiring superior human resources, human resources management also plays a crucial share. Human resources management must be designed to strengthen the individual competence and organizational capabilities, creating results that can contribute the organization strategy.

Milliman and Clair (1996) are the first to propose an exploration of the role of human resources management in the environment management. They developed a 'Model of Human Resources Environment Management Practices' that involved four main steps. First, the company needs an environmental vision as a guideline to develop strategies. Second, employees must be trained to comprehend the philosophy of the company's environmental vision through goals and strategies. Third, the employees' performance needs to be evaluated using

an assessment system that is in accordance with those goals. Fourth, reward program should be defined and recognizes pro-environmental behavior in the workplace.

A literature review conducted by Renwick et al (2013) provides a valuable understanding about the evolution of environmental human resources management. Renwick (2013) summarized the three core components of environmental human resources management aspects. The first core component is related to the system of recruitment and selection, training and development that support environmental understanding and encourage environmental management leadership. The second core component is related to the eco-friendly employees' motivation, appraisal, and reward. The third core component is related to the stimulation of employees' engagement, employees' empowerment, and the creation of eco-friendly organization.

Organizational Citizenship Behavior Environment

Organizational Citizenship Behavior (OCB) is the individual contribution that exceeds the role demands in the workplace. OCB involves several behaviors include the willing of helping others, self volunteering for extra duties, and obeying the rules and procedures in workplace (Phillip et al, 2000) . These behaviors indicate a pro-social behavior, which is a positive, constructive, and helpful social behaviors (Aldag & Resckhe, 1997). According to Luthan (2006) , basic personality of OCB reflects a cooperative, helpful, caring, and conscientious character of employees. Generally, the analysis framework used for OCB can also be implemented for environmental issues, for example, for a study measuring the positive relationship between employees' commitment to the environment and the reduction of pollution.

Other studies indicate the importance of the participation of employees in various greening initiatives (pollution prevention, waste management, environmental committee, etc.) to improve environmental performance (Boiral, 2009).

Internal Environmental Orientation

Environmental orientation reflects the extent of companies in committing protection to the environment, which comes from their willingness to recognize and integrate environmental concerns into business strategy (Banerjee et al., 2003). Based on empirical research conducted by Banerjee (2002), it was reported that the environmental orientation may be focused internally or externally. The external orientation reflects on how the external factors as customers, commercial partners, or citizens, can be affected by the decisions made by a company. In the other hand, the internal environmental orientation reflects the level of interest of the companies towards the environmental issues, as proven when a company makes a clear policy statement, develops values on the importance of environmental sustainability, or the efforts made by managerial staffs towards employees in order to help them to protect the environment.

Banerjee (2002) stated that environmental orientation is seen as a strategic issue only when the managerial staffs believe that business strategy should contemplate the environment. Without the support of managerial staffs, internal environmental orientation can give results that are less significant than expected. The company should gain support from managers, and if the managers less comprehend the environmental issues, they tend to be careless in undertaking the efforts to implement the principal of eco-friendly human resources. When employees sense that they are encouraged and

supported by the managerial staff, they will be willing to engage in pro-environment behaviors as a contribution to their company. A research conducted by Banerjee et al. (2003) identified factors concerning in social, regulation, competitive advantage and commitment of management as a potential force that could push the company to implement internal environment orientation. Among those factors, management commitment becomes the main force of the internal environment orientation.

Research Hypotheses

The relationships and the relevance of factors that will be investigated in this

research adapt and modify the previous research conducted Paille et al (2014)

H1: Strategic Human Resources Management (SHRM) shares a positive influence towards Organizational Citizenship Behavior for the Environment (OCBE)

H2: Internal Environmental Orientation (IEO) shares a positive influence towards Organizational Citizenship Behavior for the Environment (OCBE)

H3: Internal Environmental Orientation (IEO) moderates the influence of Strategic Human Resources Management (SHRM) towards Organizational Citizenship Behavior for the Environment (OCBE)

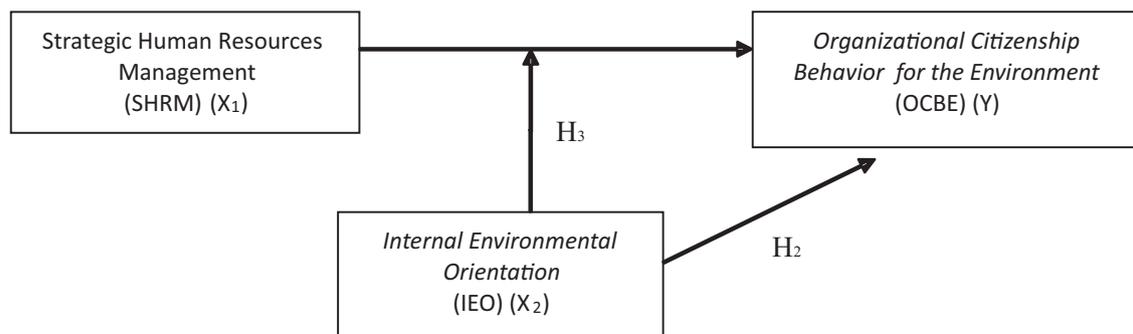


Figure 1. Research Hypotheses

Research Methods

Respondents

The respondents of this research are employees of companies engaged in manufacturing. The sampling method used in this research is convenience sampling, a sampling procedure that names samples from people or units that are most easily accessible (Fink, 1995).

Research Variables

a. Dependent Variable

Dependent variable, also termed as output variable or consequent variable, is a variable that is described, affected, or the one which is the consequence of the independent variable. The dependent

variable in this research is Organizational Citizenship Behavior for the Environment (OCBE).

b. Independent Variable

Independent variable, also termed as stimulus variables or predictor variable, is defined as a variable that affects or causes the occurrence or the changing of dependent variable. The independent variables in this research are Strategic Human Resources Management (SHRM) and Internal Environmental Orientation (IEO).

Data Collection Method

Data collection was undertaken by employing structured questionnaire filling method. This technique requires

the respondents to take a responsibility in reading and answering the questions. The questionnaire was made in online version and distributed through emails and social media. The questions that are presented in the questionnaire are closed questions. Closed questions are created by using a 1-4 likert scale from Strongly Disagree-Do Not Agree-Agree-Strongly Agree.

Data Analysis

After being obtained, the data were then validated and analyzed by employing multiple linear regression statistics analysis. The explanations are as follows.

a. Validity and Reliability Assessment of the Research Instrument

Validity and reliability assessment towards the research instruments are very crucial in order to gain a valid and reliable research result. An instrument is said to be valid if it is able to measure, and it is said to be reliable if the instrument shows the same data on several times of data measuring procedures. An instrument is said to be valid if the pearson product moment coefficient correlation r -statistics $> r$ -table, while an instrument is said to be reliable if the Alpha Cranbach is greater than 0.60 (Sugiyono, 2008).

b. Classic Assumption Assessment

Classic assumption assessment is a data analysis that is undertaken by employing hierarchical multiple regression in the model and hypothesis assessment. Regression models obtained from the smallest squares method (Ordinary Least Square-OLS) is a regression model that produces best linear unbiased estimate-BLUE. This situation will occur if some of these following classic assumptions of the best (Best Linear Unbiased Estimate-BLUE). This situation occurs if some of the following classic assumptions are fulfilled:

1. Normality Assessment

Normality assessment aims to examine whether in regression models, nuisance variable or residual shows a normal distribution. As it was discussed that the t and F test assumes that the residual value follows the normal distribution. A statistical test in a small number of samples can be invalid when this assumption is violated. Principally, the normality can be detected by observing the spread of data (point) on the diagonal axis of the graph or by observing the residual histogram.

If the data center on diagonal line and follow the direction of the diagonal line, or if the histogram graph shows a normal distribution pattern, then the regression meets the normality assumption. If the data center away from the diagonal and/or do not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not meet the normality assumption.

The other statistical test that can be used to assess normality is a Kolmogorof-Smirnov (K-S) non-parametric statistical test (Ghozali, 2005).

2. Autocorrelation Assessment

Autocorrelation assessment aims at testing whether there is a correlation between the t period errors with the errors in $t-1$ period (previous period) in a linear regression model. If there is a correlation, then it can be concluded that there is an autocorrelation error. An autocorrelation can be detected by using Durbin-Watson test.

If the Durbin-Watson (DW) value lies between the upper bound (du) and $(4-du)$, then the autocorrelation coefficient is equal to zero, or in other words, there is no autocorrelation. If the DW value lies lower than the lower bound (dl), then the autocorrelation coefficient is

greater than zero, which means that there is a positive autocorrelation. If the DW value is greater than $(4-dl)$, then the autocorrelation coefficient is smaller than zero, which means that there is a negative autocorrelation (Ghozali, 2005).

3. Heteroskedastisity Assessment

Heteroskedastisity assessment aims to test the occurrence of variant shift of residuals in the regression model in one to other observations. Homokedastisity persists when the variant of the residual of one to other observations is constant, while heterokedastisity persists when it is inconstant and can be detected by using Glejser Test. If the significance probability of the independent variable is above the confidence level (α), then heterokedastisitas does not occur (Ghozali, 2005).

4. Multicollinearity Assessment

Multicollinearity assessment aims at testing the correlation between independent variables in the regression. A good regression model should not contain correlation among the independent variables (containing no multicollinearity). A method used to identify the presence of multicollinearity can be observed from its tolerance value and variance inflation factor (VIF). The limit of tolerance value is 0.10, equal to the 10 VIF value. If the tolerance value > 0.10 and $VIF < 10$, it can be said that multicollinearity does not persist. In other words, if the tolerance value < 0.10 and $VIF > 10$ then the multicollinearity does persist. (Ghozali, 2005).

a. Regression Analysis

1. Simple Linear Regression

According to Sugiyono (2008), this analysis is used by researchers when the researchers intend to predict the up and down condition of the dependent variable when one independent variable that plays as a predictor is being manipulated. The

equations obtained from simple regression is $Y = a + b X$

Y = the subject of dependent variable's value that being predicted

a = the price of Y when $X = 0$ (constant price)

b = regression coefficient

X = the subject on independent variable that have a specific value

2. Multiple Linear Regressions

Multiple linear regressions are a regression involving the relationship between one dependent variabel (Y) that being engaged with two or more independent variables. The common quation of the multiple linear regression is as follows:

Y_i = -ith dependent variable

X_i = -ith independent variable

ϵ_i = error (error) on the -ith observation

a_0, a_1, a_2, a_3, a_n = regression coefficient

3. Hierarchical Regression

The data analysis used is hierarchical regression, which is the development of the multiple regression analysis. The hierarchical regression model is used to determine the moderation influence of the core variable influence by using three stages multiple regressions analysis. These stages are as follows:

1) First stage, regression is performed only on the independent variable towards the dependent variable with the employed models, that is:

$$Y = a + b_1X_1 + e$$

2) Second stage, the regression is performed on the first stage and added with moderation variable. The regression model is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

3) Third stage, by adding moderated interaction variable, which results in the multiplication of independent variable

with the moderators. The dummy variable developed by (K-1) is first created, in which K is the sum of of the moderation group. Dummy variable was created by (K-1), in which K is the number of group moderation. The regression model becomes:

$$Y = a + b_1X_1 + X_2 + e$$

Questionnaire

As explained in the previous discussion, this research modifies the previous research conducted by Paille *et.al* (2014) [10], in which the variables being investigated in that research involve the Strategic Human Resources Management (SHRM) as the independent variable, environmental performance as the dependent variable, organizational citizenship behavior for the environment (OCBE) as the mediator, and internal environmental orientation (IEO) as the moderator between the SHRM and OCBE. However, due to the limited

access with the respondents of the survey, the researcher has modified the adopted model, in which the environmental variable is not included in this research. The dependent variable in this research is Organizational Citizenship Behavior for the Environment (OCBE), with Strategic Human Resources Management (SHRM) as the independent variable, and Internal Environmental Orientation (IEO) as the independent variable as well as the moderator between the SHRM with OCBE.

Each of the variables that were examined was outlined in nineteen indicators. These indicators were then included to the questionnaire and then assessed by the respondents. Each statement will be assessed by the respondents by using likert scale with four assessment scale (1 = Strongly Disagree 2 = Disagree, 3 = Agree, 4 = Strongly Agree). The statements are presented in Table 1.

Table 1. Statements in the Questionnaire Research

Indicator Code	Statement
SHRM 1	Company has a human resources strategy that support company's strategy of pro-environment
SHRM 2	Company encourages a pro-environment leadership
SHRM 3	Company provides training and development that encourage the employees' comprehension of pro-environment knowledge and behavior
SHRM 4	Company evaluates employees by referring employees' pro-environment behavior (e.g.: waste and pollution minimization, etc.)
SHRM 5	Company modifies the compensation/reward system to encourage the employees to perform pro-environment behaviors
IEO 1	Company undertakes the efforts in making the employees comprehend the importance of environmental sustainability
IEO 2	Company has a clear regulation on encouraging environmental awareness in each operational field.
IEO 3	Environmental sustainability is very appreciated by all employees
IEO 4	Environmental sustainability is one of an upheld value in the company
IEO 5	There are efforts by the company's commanders towards the employees to help them protecting the environment
IEO 6	Company is actively improve the environmentally friendly procedure, waste recycling, limiting pollution-triggering activities in the workplace
OCBE 1	At work, I consider my actions before doing something that may affect the environment
OCBE 2	I voluntary perform environmental-care behaviors and initiatives in my daily activities in the workplace
OCBE 3	I give advice to my colleagues on how to be more effective in protecting the environment, even when it was not my direct responsibility
OCBE 4	I actively take part on environmental care events held in/by my company
OCBE 5	I take environmental-care move that positively contributes to company's image
OCBE 6	I voluntary help my colleagues considering the environmental impact from the activities that they conduct
OCBE 7	I encourage my colleagues to adop environmentally friendly behaviors
OCBE 8	I encourage my colleagues to share their ideas and opinions regarding environmental issues

Results and Discussions

1. Respondents of the Research

There were 150 respondents involved in this research varies from several field including food and beverages, automotive, weapons, pharmaceuticals, and more. The respondents of this survey were selected

from private national and international scale companies, and also Indonesian state owned enterprises (BUMN).

1. Descriptive Assessment Results

According to Hague (1995), we can interpret a research result into an assessment interval as follows:

Table 2. The Assessment of Interpretation

Assessment interval	Interpretasi
3.20 – 4.00	Acceptable
2.80 – 3.19	Acceptable, yet require an improvement
2.40 – 2.79	Acceptable, yet require a lot of improvement
1.00 – 2.39	Unacceptable

If observed descriptively, each variable of this research result on data as presented in Table 3.

Table 3. Descriptive Assessment Results

Variable	Value
SHRM	3.00
IEO	2.91
OCBE	3.04

By comparing Table 2 and Table 3, it can be concluded that respondents consider Strategic Human Resources Management (SHRM), Internal Environmental Orientation (IEO), as well as Organizational Citizenship Behavior for the Environment (OCBE) of their companies to be acceptable but in need of improvement.

If described in each of the indicators, the SHRM variable, the whole indicators belong to the criteria of "acceptable" but in need of improvement. From the five constituting indicators, the statements "the company evaluates employees based on the employees' pro-environment behavior (e.g.: waste and pollution minimization, etc.)" and "company modifies the compensation/reward system

to encourage the employees to perform a pro-environment behavior" gained below average of 3 according to respondents' assessment.

While for IEO variable, there is one indicator that belongs to "acceptable yet require an improvement" criteria and scored below 2.91 in statement "Company undertakes the efforts to make the employees comprehend the importance of environmental conservation".

For OCBE variable, all indicators belongs to "acceptable yet require an improvement" criteria. Out of the eight constituting indicators, the statements "I voluntary perform environmental-care behaviors and initiatives in my daily activities in the workplace", "I give advice to my colleagues on how to be more effective in protecting the environment, even when it was not my direct responsibility", "I actively take part on environmental care events held in/by my company", "I voluntary help my colleagues considering the environmental impact from the activities that they conduct", and "I encourage my colleagues to share their ideas and opinions regarding environmental issues" gained below average of 3.04 according to respondents' assessment.

2. Validity and Reliability Assessment

Validity assessment can be presented by using SPSS output. If the question has r statistic greater than r table, it is said as

valid. The sum of r table in this research were 150 respondents, thus the r table valued 0.159. Thus, the valid question supposed to have r statistics that are greater than 0.159.

Table 4. Validity Assessment Result

Variable	Coefficient Correlation Value of Product Moment	Coefficient Correlation of <i>Product Moment</i> (N=150, alfa=0.05)	Conclusion
X1.1	.806**	0.159	Valid
X1.2	.762**	0.159	Valid
X1.3	.783**	0.159	Valid
X1.4	.668**	0.159	Valid
X1.5	.472**	0.159	Valid
X2.1	.313**	0.159	Valid
X2.2	.834**	0.159	Valid
X2.3	.775**	0.159	Valid
X2.4	.788**	0.159	Valid
X2.5	.805**	0.159	Valid
X2.6	.742**	0.159	Valid
Y1.1	.779**	0.159	Valid
Y1.2	.826**	0.159	Valid
Y1.3	.808**	0.159	Valid
Y1.4	.686**	0.159	Valid
Y1.5	.810**	0.159	Valid
Y1.6	.841**	0.159	Valid
Y1.7	.742**	0.159	Valid
Y1.8	.669**	0.159	Valid

Table 4 indicates that the question from X1 (SHRM), X2 (IEO) dan Y (OCBE) variables are considered valid.

Tabel 5. Reliability Assessment Result

Reliability Statistics				
	Cronbach's Alpha	N of Items		
	.848	3		

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1	5.9460	.653	.694	.813
X2	6.0407	.699	.686	.815
Y	5.9133	.720	.779	.737

The reliability assessment was conducted by employing Cronbach's Alpha, in which variables is seen as reliable when the Cronbach's Alpha value > 0.6. The analysis

result shows that Conbrach's Alpha value for each research variable > 0.6, thus the research variable is considered reliable.

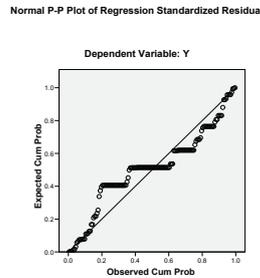


Figure 2. Normality Assessment Result

Figure 2 shows that the data spread around the diagonal line and follow the diagonal line direction. This concludes that the

regression model meets the normality assumption.

Table 6. Autocorrelation Assessment Result Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 ^a	.616	.611	2.07702	1.820

Table 6 shows the DW value of 1.820, and this value will be compared with the table value by using significance value of 5%, the sum of sample of 150 (n), and the sum of independent variables of 2 (k=2), thus in DW table will be obtained value of DL=1,706 and dU= 1,760. Due to the DW value of 1.820 is greater than the upper limit (dU) 1,760 and less than 4-1,760 = 2,240 (4-du), in accordance with the

decision table $du < d < 4-du$ (4 then the table will be the value obtained by DW $dL = 1,706$ and $dU = 1,760$. Because the value of the DW 1820 is greater than the upper limit (du) 1,760 and less than $4-1,760 = 2,259$ (4-du), in accordance with decision tables $du < d < 4-du$ ($1.740 < 1,820 < 2.240$) then it can be concluded that there is no autocorrelation.

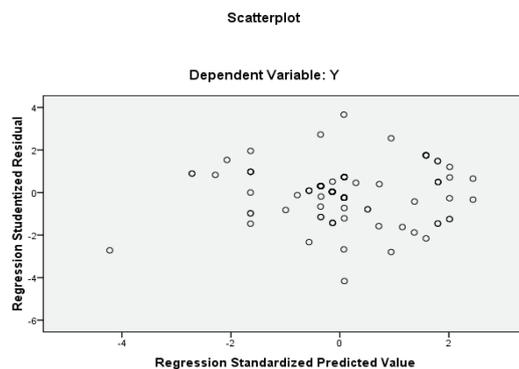


Figure 3. Heterokedisity Assessment Result

A good regression model is a model that has the homoskedastisity, or does not show the heteroskesdatisity. From the above scatterplot graph, is is seen that the dots

spread randomly. This indicates that there is no heteroskesdatisity on the regression model. This means that the regression model is a proper model to be used.

Table 7. Multicollinearity Assessment Result

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	5.962	1.207		4.940	.000		
X1	.558	.089	.411	6.296	.000	.612	1.635
X2	.564	.080	.459	7.028	.000	.612	1.635

Table 7 shows the tolerance value >0.1 and the $VIF < 10$, thus it can be said that the model does not experience multicollinearity.

1. Regression Assessment Result

The regression assessment of model of this research indicates that:

- In accordance with the referred previous research, this research also finds a positive significant influence of Strategic Human Resources Management (SHRM) towards Organizational Behavior for Environment (OCBE).
- There is a positive significant influence of internal environmental orientation (IEO) towards organizational citizenship behavior for environment (OCBE) variables. The previous research did not undertake an

assessment to observe the correlation of both variables.

- Internal environmental orientation (IEO) does not moderate the influence of Strategic Human Resources Management (SHRM) towards Organizational Citizenship Behavior for Environment (OCBE). This finding is not in accordance with the previous research that stated that IEO positively moderates the correlation between SHRM and OCBE. In this respect, the research analyzed that this case has the possibility to come up because the researcher has modified the indicators of SHRM variables in which these indicators describes pro-environment human resources management, thus it can minimize the shift with the IEO constituting variables. The results are presented as follows.

Tabel 8. Regression Assessment Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.074	1.216		8.286	.000
	X1	.947	.080	.698	11.850	.000
2	(Constant)	5.962	1.207		4.940	.000
	X1	.558	.089	.411	6.296	.000
	X2	.564	.080	.459	7.028	.000
3	(Constant)	5.175	3.988		1.298	.196
	X1	.611	.269	.450	2.274	.024
	X2	.613	.246	.498	2.495	.014
	Moderat	-.003	.015	-.071	-.207	.836

a. Dependent Variable: Y

Conclusions

This research aims to observe the influence of the antecedent Strategic Human Resources Management (SHRM) and Internal Environmental Orientation (IEO) towards Organizational Citizenship Behavior for Environment (OCBE) variable, and also to observe whether Internal Environmental Orientation (IEO) moderates the influence of Strategic Human Resources Management (SHRM) towards Organizational Citizenship Behavior for Environment (OCBE).

This research involved 150 employees from various manufacturing companies and industries and obtained findings that there is a positive and significant influence of Strategic Human Resources Management (SHRM) towards Organizational Citizenship Behavior for Environment (OCBE), which leads to the conclusion that the Hypotheses 1 is proven. In addition to the research findings, it is also obtained that there is a positive and significant influence of Internal Environmental Orientation (IEO) variable towards Organizational Citizenship Behavior for Environment (OCBE) variable, which leads to the conclusion that the Hypotheses 2 is proven. Meanwhile, the Internal Environmental Orientation (IEO) does not

moderate the influence of Strategic Human Resources Management (SHRM) towards Organizational Citizenship Behavior for Environment (OCBE) which leads to the conclusion that the Hypotheses 3 is not proven. Furthermore, descriptively, respondents consider Strategic Human Resources Management (SHRM), Internal Environmental Orientation (IEO), and Organizational Citizenshipbehavior for Environment (OCBE) of their companies to be acceptable, but in need of improvements.

The descriptive result shows that the employees' behavior on performing pro-environment conduct or termed as Organizational Citizenship Behavior for Environment (OCBE), is considered relatively well. This due to their willingness on considering their during-the-works behaviors that might affect the environment, taking part on environmental-care events that contribute in building company's image, also encouraging their colleagues to adopt environmentally friendly behaviors. Nevertheless, there are some behaviors that are in need of improvements such as voluntary performing environmental-care actions on their daily activities, giving advice on how to protect the environment for good even though that was not their duties, actively

participating on environmental-care events held by the company, voluntary helping their colleagues in analyzing the environmental impact caused by their works, also encouraging their colleagues to share their ideas regarding environmental issues. This findings show that there is a high intention and willingness of the employees to perform pro-environmental behaviors, though the implementation is still in need of improvements. This may be caused by the Strategic Human Resources Management (SHRM) that is considered to have not been optimally implemented, as the performance evaluation system and the reward system that have not been in optimum implementation, also the Internal Environmental Orientation (IEO) as the company's efforts in making the employees comprehend the importance of environment conservation that is considered in need of a lot of improvements.

Referring to the research results, it is suggested that the manufacturing companies can improve employees' environmental awareness behaviors or Organizational Citizenship Behavior for Environment (OCBE) by developing Strategic Human Resources Management system that orients in environmental-caring. This includes developing training and development and conducting performance evaluation and reward system which also supported by the role of the company's commanders or lini managers to be in accordance with the strategy. Besides, it is in need of encouraging the Internal Environmental Orientation (IEO) in which IEO can be strengthened through education on the importance of environmental sustainability, values development, regulations, or procedures that are pro-environment.

Though, this research faced constraint regarding on the sample of respondents

that are relatively lower compared to the number of the employees at manufacturing companies in Jakarta and its surrounding areas. For this reason, it is suggested to develop further research by adding the number of respondents thus the analysis can be conducted according to the type of industry.

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