

HOW TO ENCOURAGE THE COMPETITIVE ADVANTAGES OF THE GREEN MANUFACTURING INDUSTRY: WITH OCB AND AN ENVIRONMENTALLY ORGANIZATION CULTURE

Sri Widyastuti, Achsanul Qosasi, Nana Nawasiah and Nurul Hilmiyah

Purpose: Manufacture industry requires efforts in shaping the behavior of organizational citizenship and incorporating green concepts in an ethical philosophy into the organizational culture. But for manufacturing, it is not easy because the performance of manufacturing companies are also formed from personal employees. This study reveals the fact that the behavior of citizenship and culture of environmentally organizations can build a green image and impact on the green competitive advantage in manufacturing industries.

Design/methodology/approach: This research was conducted by survey method to employees of companies engaged in the manufacturing industry. The sample is determined by purposive sampling of 114 manufacturing employees in Jakarta and surrounding areas.

Findings: In the manufacturing industry, the behavior of citizenship and organizational culture with the insight has an effect on the development of the green company image and the effect on the green competitiveness. The culture of an environmentally organization has no effect on green competitiveness. The behavior of citizenship and culture of environmentally-sound organizations has an effect on the advantages of green competing through the image of the established green enterprise.

Research limitations/implications: This research is conducted within the region and a limited sample of manufacturing firms so that it is less generalizable to findings.

Practical implications: Companies engaged in the manufacturing industry can shape civic behavior by working together, help, advice, active participation, and extra service and use effective working time. A green culture within an organization can be formed by an organizational commitment to the environment.

Social implications: The competitive advantage of the manufacturing industry will be built as a company that is committed and enhanced the ability to manage risks that impact on the environment. This is what will drive the company into a major driver of green environmental growth that will make the initiative green economy-based. Thus it will potentially create new economic growth, create new jobs, and reduce poverty.

Originality/value: The results of this study can be applied in all industries based on the environment. In terms of internal efforts that form the behavior of citizenship and organizational culture with environmental insight and external efforts to establish the image of green companies that will impact on the benefits of green companies in competition.

Keywords: Green corporate image, citizenship behavior, organizational culture, competitive advantage.

Article Classification: Research paper.

* Department of Management. Faculty of Economic and Business. University of Pancasila, Jl. Srengseng Sawah – Jagakarsa – South Jakarta. Indonesia, E-mail: widyastuti.sri@unipancasila.ac.id

INTRODUCTION

In the concept of sustainable development which was the agreement of the Earth Summit results in Rio de Janeiro in 1992 contained two important ideas: the idea of need. Especially the basic human need to sustain life and the idea of limitations, namely the limited ability of the environment to meet the needs of both the present and the future. The agreement emphasizes that business and industry must play an important role in realizing sustainable development and the government seeks to realize a fair and prosperous life for its people, without causing environmental damage. According to Chase as quoted by Willum (1998) environmental issues and the agenda for sustainable development have an increasingly international dimension. This means that the challenge facing organizations globally is adoption of sustainable business practices. Companies need to incorporate green concepts in ethical philosophy into organizational culture, including establishing the Organization Citizenship Behavior/OCB. Businesses are faced with increasing challenges of environmental protection and demand for environmentally friendly products and services, Charter & Polonsky (1999). Thus expected to compete green companies can be built, and the public believes that the company runs an ethical and eco-friendly business, so companies can win the competition.

In connection with the attention on the natural conditions have changed the paradigm of the company's view, marketers and consumers can contribute to change for the better for nature itself. In today's competitive business environment. Profit-oriented companies and social responsibility have begun to adopt the concept of green marketing and addressing environmental issues as a source of competitive advantage in developing and promoting green products to meet the demands of environmentally conscious consumers. Corporate social responsibility is a managerial obligation to take action to protect and enhance the interests of the organization and the welfare of society as a whole. The business operates two open systems with inputs from society and operations to the public. In this case, a successful organization that has superior performance will require employees who do more work than their formal task and want to deliver performance that exceeds the expectations.

In today's dynamic world of work, where tasks are increasingly being worked out in teams, flexibility is crucial. Organizations want employees who are willing to perform tasks not listed in their job descriptions. The facts show that organizations that have employees who have a good OCB, will have better performance and excellence in the competition, (Robbins & Judge, 2008). But often employees work only limited tasks and responsibilities alone, not want to by itself do work that is not his duty. It has not become a work-oriented custom or work culture overall. The company can achieve environmental goals. Comply with environmental regulations, anticipate the environmental impact of the company's operations, take steps to reduce waste and pollution before a regulation or seek a positive way to

take advantage of business opportunities through environmental improvement, (Chen, 2010). Business institutions had a responsibility to engage on certain social issues that are outside of their operations, (Chitakornkijasil, 2012).

If the environmental issued is important to the consumer in choosing the product and if the company in the market becomes the only one who offers a mix with an environmentally friendly marketing mix among its competitors, then the company will have a high strategic competitive advantage, (Straughan & Roberts, 1999). But in many manufactured companies, the image of a green enterprise is difficult to be realized with just a slogan alone, the leader has the responsibility to create a work culture through the creation of an environmentally sound vision and mission strategy. (Sharma, 2015, Sehrawat, 2014) explained that green marketing must meet two goals, namely enhanced environmental quality and customer satisfaction. The demand for green products increases the demand for organic food, clothing, cosmetics, electronics. This is where green marketing provides an opportunity for companies to increase their market share by introducing environmentally friendly products.

Based on the marketing concept based on environmental sustainability/ environmental marketing which is a new development in the field of marketing. The concept is a potential and strategic opportunity that has a double advantage (multiplier effect) both business and society as users. Marketers need to view the approach as a potential business opportunity. The purpose of this paper is to identify and disclose the facts about the extent of the organizational citizenship behavior and the environmental organization culture applied in the organization. This study also aims to reveal the facts on the application of green company green logistic formed from the organizational citizenship behavior and environmental organization culture so that companies can create the green competitive advantage. Furthermore, this study aims to review marketing responses to environmental concerns facing the world today through organizational citizenship behavior and organizational culture with environmental to achieve the green competitive advantage through the green corporate image.

LITERATURE REVIEW

Organizational Citizenship Behavior

Everything that is spontaneously done by employees who can help fellow co-workers to be more productive and increase the company's profit is OCB. The company will benefit if it can encourage employees to show OCB as it has been proven through research that OCB can improve productivity, efficiency, customer satisfaction, and reduce costs, employee turnover and absenteeism (Podsakoff, *et al.* 2009). OCB is closely related to low levels of employee turnover and increased levels of productivity, efficiency and work satisfaction thereby reducing company costs (Podsakoff *et al.* 2000).

A positive perspective, since the association between ethical culture and ethical intent is stronger given good person organization fit. The ideal scenario for a organization would involve maintaining positive ethical culture over time, such that existing employees with a tendency to behave ethically, recommend similar others for job openings, (Ruiz & Mart´ınez, 2014). Employees might perform OCB’s out of a sense of obligation to return any number of perceived material or social benefits they have gained from the organization (Organ, *et al.* 2006). Social exchange has received a great deal of credit during the last three decades for linking employee attitudes and OCB performance, yet as Cropanzano & Mitchell (2005) point out, many ambiguities remain. With regard to employee selection, the moderating impact of person organization fit on the ethical culture ethical intent relationship has interesting implications.

Indeed ethical culture relates positively to employee willingness to recommend the organization to others, (Ruiz, *et al.* 2012). Clearly showed that affective commitment fully mediates the relationship between clan culture and organizational citizenship behavior and that clan culture partially mediates the relationship between transformational leadership and affective commitment, (Kim, 2014). In this way, the companies could benefit from the compound effect of ethical culture and person organization fit on ethical intent. The moderating effect of person organization fit on the ethical culture ethical intent relationship could result in less positive scenarios as well. Findings from (Murtaza, *et al.* 2016) suggested that Islamic work ethics has a positive effect on organizational citizenship behaviors. In other words, individuals with high Islamic work ethics demonstrate more citizenship behaviors than those with low Islamic work ethics.

Environmentally Organization Culture

Increased environmental awareness among businesses is increasingly evident with the support of the emergence of various regulations, rules and policies to address the various impacts of industrial activities on the environment. Effective environmental management encompasses all the elements that exist within the organization, (Lee, 2009). The role of institutions “as a means for holding society together, giving it sense and purpose and enabling it to adapt.” In general, countries with well developed social institutions are considered to have greater adaptive capacity than those with less effective institutional arrangements-commonly, developing nations and those in transition, (O’Riordan & Jordan, 1999; Smith & Lenhart, 1996). (Davies, *et al.* 2011) indicated that consumers’ propensity to consider ethics is significantly lower in luxury purchases when compared to commoditized purchases and explores some of the potential reasons for this reduced propensity to identify or act upon ethical issues in luxury consumption.

The culture of green organizations is positively related to the identity of the organization. This can develop when top managers can interpret issues, as managers

are expected to identify threats, formulate strategies, communicate with groups and resolve conflicts. Organizational identity is shaped by the interpretation of leaders and beliefs that guide and encourage organizational behavior (Foreman & Whetten, 2002). Transformational leadership will be positively correlated to the company's tendency to engage in social responsibility. And leaders will carry out corporate social responsibility strategy activities (Waldman, *et al.*, 2004). Ethical issues are an important issue in facilitating the personal moral reflection of marketing professionals (Chitakornkijasil, 2012). Businesses that adopt environmental proactive strategies in their management can integrate environmental protection objectives with different departments within the company to solve environmental problems by utilizing innovative environmental technologies (Greeno & Robinson, 1992), therefore there is a need in the field of management to anticipate and to plan Environmental concerns, and to incorporate this thinking into corporate strategy (Haden, *et al.*, 2009).

Green Corporate Image

Companies that do green advertising that tend to portray eco-friendly images will influence their consumer purchase decisions. Consumer love arises by associating itself with a company that maintains the environment. When a company communicates this through the promotion of advertising, publicity, and corporate social responsibility, they are sure to get many loyal customers. In the era of the creation of public awareness on environmental sustainability, the company began to pay more attention to green marketing in some industries, Chen (2010). The growing awareness of the public impact on the tendency of companies to be more concerned about environmental protection as a corporate social responsibility, (Dwyer, 2009; Lee, 2009). It is in the hope that corporate image can be established that green companies are companies that care about the environment. Most buyers are influenced by ads that reflect the company's commitment to the environment, Polonsky & Ottman, (1998). (Rezai, *et al.*, 2013) determined that the relationship between the socio demographic variables towards the consumers' perception towards the green concept recommendation. To establish a positive perception of the green concept for the consumers.

Consumers are ready to base their purchasing decisions on purchases of products that do not endanger the environment. There is even a segment of "green" consumers in different samples significantly influencing in some aspects of other market segments. Their concerns are not always translated into eco-friendly behavior, there are consumers who are ready to base their purchasing decisions on purchases of products that do not endanger the environment, Do Pac & Ma'Rio, (2009). Wei's research, *et al.* (2012) can provide green marketing implications for the effective use of ad attractiveness and pricing strategies to improve consumer perceptions and purchase intentions toward green products. The integration of brand

personality variables such as sincerity, competence, and sophistication have an effect on the formation of customer intentions of buying organic fast food, Othman & Rahman, (2014). With the image of a green company already built, people believe that companies run more ethical and eco-friendly businesses, so the decision to purchase green products/services are more quickly realized, Chen & Lee (2015).

In the context of organizational citizenship behavior, environmental organization culture, and corporate green image, this study proposes the following hypothesis:

- H₁: Organizational citizenship behavior influences the green corporate image.
- H₂: Environmental organization culture influences the green corporate image.
- H₃: Organizational citizenship behavior and environmental organization culture influence the green corporate image.

Green Competitive Advantage

The company's ongoing development can be modeled by integrating the dimensions of social, economic, and environmental development (Chow & Chen, 2012). The basis of the company's competitive strategy, in general, is to position itself in the industry. Competitive strategy alone is the source of competitive advantage. If a company needs to position itself strategically in its industrial environment, it should position itself strategically in a non-market environment (legal, social and political). Companies can balance themselves between a strategic position that leads to the market environment and also at the same time ethical that leads to a nonmarket environment. The existing environmental turbulence does not provide a choice to companies other than to start practicing sustainable green management (Rajput, *et al.*, 2013). Thus the green logo on the products or services produced by the company indicates that their product or service has a competitive advantage. As a result, most purchasing decisions are affected by green product labels. (Yazdanifard & Erdo, 2011).

The green strategy is applied by the company with the aim of enhancing the brand reputation. Retnawati (2011) states there is a strong association between the actions of environmentally-oriented companies and social responsibility because it will encourage buying behavior. Thus a green business strategy encourages purchases, thereby increasing revenue from sales. There are needs that develop and shift to green product and service by marketers or consumers. The findings (May, 2012) suggest that government initiatives have the most significant impact on green buying intentions among Malaysian consumers. Through consumer change to green purchase will be costly for consumers or business, it can be beneficial in the long term, (Cherian & Jolly, 2012). According to Hartmann & Ahring (2006), a well implemented green positioning strategy can lead on the whole to a more favorable perception of the brand, thus giving support to the green marketing

approach in general. Implementation of green strategy will have a positive impact on brand perception. According to Hosein & Amin (2011), green marketing activities will enable the company to shine next to its competitors by offering new products with extra advantages in the new markets.

In the context of all the above concepts, this study proposes the following hypothesis:

- H₄: Organizational citizenship behavior influences the green competitive advantage.
- H₅: Environmental organization culture influences the green competitive advantage.
- H₆: Organizational citizenship behavior and environmental organization culture influence the green competitive advantage.
- H₇: Organizational citizenship behavior and environmental organization culture influence the green competitive advantage through the green corporate image.

RESEARCH FRAMEWORK

Next Figure 1 shows that all variables in this study will be outlined in terms of marketing concept framework. With reference to the formulation of the problem of purpose, and the research paradigm, it can be obtained the premise implicitly implied in the frame of thought as follows:

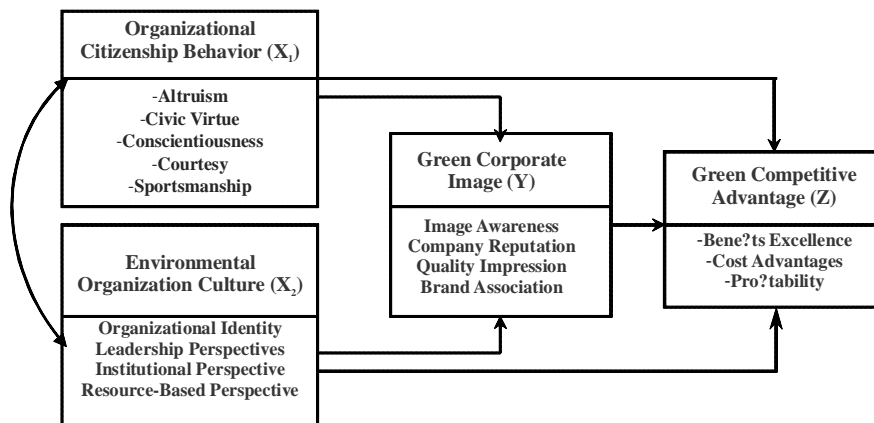


Figure 1: The Research Framework

Source: Widyastuti, et al. (2016).

METHODS

This research was conducted by survey method to employees of companies engaged in the manufacturing industry. The sample is determined by purposive sampling.

The sample for this study consisted of 114 full-time employees of the manufacturing industry in Jakarta and surrounding areas. Data processing uses Smart PLS Structural Equation Model (SEM). The type of investigation in this study is correlational research. And causality, as it states the linkage between independent and dependent variables based on causality. The time dimension used is cross sectional which reflects the picture of a situation at a given time.

MEASURES

This research is conducted by survey method and in-depth interview to employees of companies engaged in a manufacturing industry. The sample is determined by purposive sampling. In the interest of consistency, we used a five-point Likert-type scale for responses to all survey items.

This study hypothesizes that organizational citizenship behavior and organization culture with environmental, green corporate image and green competitive advantage, are focal intermediate constructs in a latent structure model. Thus, in the structural equation model, organizational citizenship behavior and organization culture with environmental is an exogenous construct and green corporate image and green competitive advantage are endogenous constructs (Figure 1). The instrument was composed of 60 measurement items. The measurement items relate to the constructs of organizational citizenship behavior, organization culture with environmental, green corporate image and green competitive advantage. This study used items which have effectively measured these constructs based on their high level of reliability and validity in previous research. However, modifications have been made on certain measures to make them more appropriate for the context of this study. All constructs were operationalized by using multi-item measures. In the interest of consistency, we used a five-point Likert-type scale for responses to all survey items.

Exogenous constructs. We measured OCB using the **20-item** scale developed by Podsakoff, *et al.* (1990). This scale was chosen for its sound psychometric properties and extensive use in previously published OCB research. The scale also successfully captured the following five major factors of OCB including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The next dependent variable is an environmental organization culture using 16-item references to Foreman & Whetten (2002) and Lee (2009), where a green organizational culture can identify the organizational identity formed by the interpretation of leaders and beliefs that guide and encourage organizational behavior. Effective environmental management encompasses all the elements that exist within the organization. Thus there are four factors of a green organizational culture including organizational identity, leadership perspective, institutional perspective and resource-based perspectives.

Endogenous constructs. We measure the image of a green company using 12-item based on Othman & Rahman (2014) ie brand personality such as sincerity,

competence and sophistication with the image of green company that has been built, people believe that companies run more ethical and environmentally friendly business. Thus there are four factors of a green company image reflected in image awareness, corporate reputation, quality impression, and brand association. The next endogenous constructs are the green competitive advantage by using 12-items that refer to Hosein (2011) that green marketing activities will enable companies to be superior to competitors by offering new products with additional benefits in new markets. Scala that can be captured is the advantage of benefits, cost advantages, and profitability.

Analytic strategy. We applied Ringle. *et al.* (2005) two-step partial least squares structural equation modeling (PLS-SEM) using SmartPLS to test the hypotheses. This approach has been used across a broad set of business research domains including strategy (e.g. Hulland, 1999). marketing (e.g. Fornell and Bookstein, 1982).

RESEARCH RESULT AND DISCUSSION

Testing Measurement Model

The measurement model test is an evaluation of the relationship between OCB, OCW, GCI, and GCA constructs are analyzed with their indicators. Testing measurement model includes two stages of testing to convergent validity and discriminant validity. Convergent validity test includes indicators of validity. The reliability of the constants and the Average Variance Extracted (AVE). Based on figure 1 above, the result of PLS Algorithm output shows that loading factor for the construct of organizational citizenship behavior, environmental organization culture, green company image and the green competitive advantage is high enough that all are above the required greater or equal to 0.6 (≥ 0.6). Loading factor is the correlation between the indicators with the construct. The higher of correlation indicates a better level of validity. The results of the Smart PLS Bootstrapping output show that the $t_{\text{statistic}}$ value for the correlation between the indicators and the OCB, OCW, GCI, and GCA construct are all above the required 1.96 ($t_{\text{statistic}} > 1.96$), so it is clear that all indicators have significant validity.

TABLE 1: RESULTS OF CONSTRUCTION RELIABILITY

	<i>AVE</i>	<i>Composite Reliability</i>	<i>R Square</i>	<i>Cronbachs Alpha</i>	<i>P Values</i>
OCW	0.715	0.909	0.000	0.866	0.000
OCB	0.656	0.905	0.000	0.869	0.000
GCI	0.721	0.912	0.774	0.871	0.000
GCA	0.820	0.932	0.804	0.890	0.000

Source: Running Results SmartPLS Algorithm

Furthermore, convergent validity testing is obtained from the reliability of the constants. The construct is said to have good reliability if the value of composite

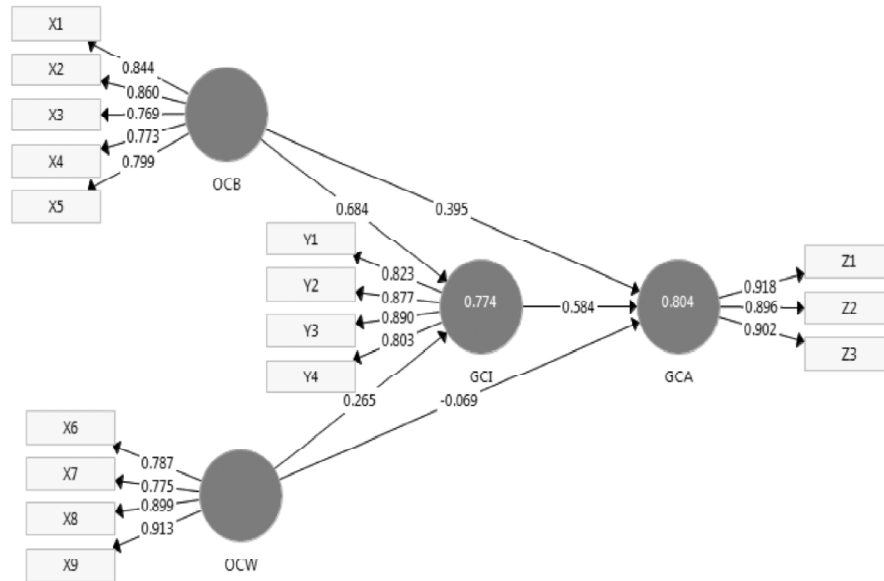


Figure 2: The PLS Model on Manufacturing Industries.

Source: Result of the research 2016

reliability above 0.7 (≥ 0.70). Cronbach alpha above 0.7 (≥ 0.70). And AVE values above 0.5 (≥ 0.50). From table 1 it is found that the OCB, OCW, GCI and GCA constructs have a Composite reliability value above 0.70 (Composite reliability > 0.70). The Cronbach alpha value is above 0.70 (Cronbach alpha > 0.70) and the AVE value is above 0.50 (AVE > 0.50). Thus, the entire construct can be declared reliable.

Discriminant validity test is done by using cross loadings value. The criteria in cross loadings are that each indicator that measures the constants must be correlated higher with the constants than the other constants. Output cross loadings indicators with OCB, OCW, GCI and GCA constants. The correlations X_1 to X_5 with OCB constants are 0.844, 0.860, 0.769, 0.773, and 0.799. The correlation value of the indicator is higher with OCB constants compared to other constants. Same is the case with other indicators on each construct. Thus it can be said that any correlation between the indicator with the construct has a good discriminant validity.

Testing Structural Model

Structural model testing includes testing the significance of path relations (t test), R^2 , Effect Size f^2 , and Stone-Geisser Q Square test (Q^2). Here is the estimated output from the above structural model. Path Coefficient explains that GCI has a

significant positive influence on GCA. This is indicated by the value of path coefficient (0.821) with a positive and significant sign at $\alpha = 5\%$ indicated by the value of path coefficient (0.395) with a positive sign and significant at $\alpha = 5\%$ as shown by t statistic $2.597 > 1.96$ and p-values $< 5\%$. Thus the OCW has a negative and insignificant influence on GCA. This is indicated by the coefficient value of the path (-0.069) is positive and not significant at $\alpha = 5\%$ indicated by statistic $0.754 < 1.96$ and p-values $(0.451) > 5\%$. However, OCW has a positive and significant indirect impact on GCA. This is indicated by the value of path coefficient (0.155) with positive and significant sign at $\alpha = 5\%$ indicated by t statistic $2.531 > 1.96$ and p-values $(0.012) < 5\%$. Next to look at the value of R^2 for GCI and GCA constants. OCB and OCW explain the GCI construct variability of 77.1%. Referring to Chin (1998) this value falls into the strong category. While OCB, OCW and GCI were able to explain the variability of GCA extracts by 80.4%. Referring to Chin (1998) this value belongs to the strong category.

Another assessment is the value of effect size f^2 of OCW constants to GCI of 0.180. This value indicates that the effect size of f^2 of OCW constants when present or not exists in the model enters in large category at the structural level (contributes greatly to the model). Effect size f^2 OCW constants against GCA of 0.012. This value indicates that the effect size of f^2 of the OCW constants when present or absent in the model enters the small category at the structural level (contributes little to the model). Similarly, the effect size of f^2 OCB constraints on GCI is 1.196. This value indicates that the effect size of f^2 OCB constants when present or not exists in the model enters in a very large category at the structural level. Effect size f^2 of OCB to GCA is 0.204. This value indicates that the effect size of f^2 OCB constants when present or not exists in the model enters in a large category at the structural level. And the effect size of f^2 GCI constraint to GCA is 0.393. This value indicates that the effect size of f^2 GCI constants when present or absent in the model enters in a large category at the structural level.

Cross construct validated redundancy index is still greater than 0 (> 0) that is 0.539 and 0.638. This suggests that the convergence organizational citizenship (OCB) and environmental organizational culture (OCW) has a predictive relevance that is still good for the latent constellation of green corporate image development (GCI). Similarly, OCB, OCW and building GCI constructs have good predictive relevance for the green competitive advantage (GCA) enterprise's latent constraint. The last test is the overall evaluation (measurement model and structural model) by looking at the value of Goodness of Fit (GoF). The GoF value is the root of the average product of commonality with an average of R^2 . A combination of measurement model with the structural model (Structural Model) has a value of Goodness of Fit (GoF) of 0.753. This value indicates that the combined performance of the model enters into the high category (Tanenhaus, *et al.* 2004).

Hypothesis testing

OCB has a positive and significant influence on GCI. This is indicated by the value of path coefficient (0.684) with positive and significant sign at $\alpha = 5\%$ indicated by $t_{\text{statistic}} 9.555 > 1.96$ and p-values (0.000) $< 5\%$. OCB has a positive and significant influence on GCI. This is indicated by the value of path coefficient (0.265) marked positive and significant at $\alpha = 5\%$ indicated by $t_{\text{statistic}} 2.886 > 1.96$ and p-values (0.004) $< 5\%$. OCB has a positive and significant influence on GCA. This is indicated by the value of path coefficient (0.395) with positive sign and not significant at $\alpha = 5\%$ as shown by $t_{\text{statistic}} 2.597 > 1.96$ and p-values (0.010) $< 5\%$. However, OCW has a negative and insignificant influence on GCA. This is indicated by the coefficient value of the lane (-0.069) is negative and not significant at $\alpha = 5\%$ as indicated by statistic 0.754 < 1.96 and p-values (0.451) $> 5\%$.

TABLE 2: VARIABLE RELATIONSHIPS (DIRECT AND INDIRECT EFFECT) IN MANUFACTURING COMPANIES

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	R Square	T Statistics (O/STERR)	P Values	Statistical Test Results
OCB -> GCI	0.684	0.700	0.072	0.774	9.555	0.000	Significant
OCW -> GCI	0.265	0.252	0.092		2.886	0.004	Significant
OCB -> GCA	0.395	0.377	0.152	0.804	2.597	0.010	Significant
OCW-> GCA	-0.069	-0.057	0.092		0.754	0.451	Not Significant
GCI -> GCA	0.584	0.591	0.147		3.977	0.000	Significant
OCB -> GCI-> GCA	0.400	0.416	0.123		3.246	0.001	Significant
OCW-> GCI-> GCA	0.155	0.146	0.061		2.531	0.012	Significant

Source: Result of the research, 2016

GCI has a significant positive effect on GCA. This is done by the path value (0.584) with positive and significant sign at $\alpha = 5\%$ which by statistic t count $3.977 > 1.96$ and p-value (0.000) $< 5\%$. OCB has a positive and significant indirect effect on GCA through GCI. This is held with the line coefficient value (0,400) marked positive and significant at $\alpha = 5\%$ held by $t_{\text{statistics}} 3,246 > 1.96$ and p-values (0.001) $< 5\%$. OCB has a positive and significant indirect effect on GCA through GCI. This is held with the line coefficient value (0.155) with positive and significant sign at $\alpha = 5\%$ which has $t_{\text{statistic}} 2,531 > 1.96$ and p-value (0.012) $< 5\%$.

DISCUSSION

The realization of organizational citizenship behavior and environmental organizational culture in manufacturing company can have an influence on building a positive green company image. The organization will still exist if it is supported

by a loyal and highly committed employee to the organization. This is shown in the attitudes and behavior of employees in the workplace of manufacturing companies. The positive behavior of company employees is able to support individual performance and organizational performance for better organizational development. Compliance and loyalty are the definition of citizenship in a broad sense, so the essence of citizenship behavior is compliance, loyalty, and participation. In this research, manufacturing companies have been able to motivate their employees to be obedient, loyal and spontaneously helping fellow co-workers. This can increase productivity, efficiency, customer satisfaction, and reduce production costs, employee turnover and attendance (Podsakoff, *et al.* 2009). OCB is closely related to low employee turnover and increased levels of productivity, efficiency and work satisfaction thereby reducing company costs (Podsakoff, 2009). In accordance with the study of Organs, *et al.* (2008), specifically the OCB may affect organizational performance in terms of encouraging increased productivity of managers and employees in encouraging the use of resources owned for more specific purposes. May reduce the need for rare manufacturing enterprise resource use on maintenance function, facilitate coordination activities among team members and work groups, further enhance the company's ability to maintain and retain qualified employees. This improves the stability of the manufacturing company's performance by reducing the diversity of performance variations of each organizational unit.

The impression of the quality of service manufacturing companies that formed to show improvement of the organization's ability in adaptation to environmental changes. This shows that manufacturing companies are able to build the image of green manufacturing industries in Jakarta and surrounding areas. Companies engaged in the manufacturing business also have an environmentally sound culture with respect to efficient use of resources. This is in line with research (Chen, 2008) that companies can achieve environmental goals, adhere to environmental regulations, anticipate the environmental impact of company operations, take steps to reduce waste and pollution before a regulation or seek a positive way to take advantage of business opportunities through improvement environment. The use of technology can help manufacturing companies adopt environmental and management proactive strategies by integrating environmental protection objectives and utilizing innovative environmental technologies (Greeno & Robinson, 1992). The management of a manufacturing business can also take account of environmental needs with its CSR activities, especially in the field of management to anticipate and to plan for environmental maintenance and to incorporate this thinking into the company's strategy.

Establishment of citizenship behavior in organizations and organizational cultures with an insight into the environment to build a competitive advantage of green companies produced. In line with the formation of public awareness on

environmental sustainability, (Chen 2010). It is in the hope of corporate image can be formed, that green companies are companies that care about the environment. In the manufacturing industry, it has been able to realize the image of an environmentally friendly company. Society has seen this in full because it is offered is an environmentally friendly manufacturing industry with characteristics that are easily identified. Green manufacturing services are easily assessed directly by the community that can make the green edge of its superiority compared to its competitors. Establishment of citizenship behavior in organizational and organizational culture with environmental insight can affect the competitive advantage of green companies produced, through the image of green companies built manufacturing companies. In harmony with Polonsky & Ottman (1998) stating that if the image of a green company is established, the public is confident that the company runs a more ethical and environmentally friendly business so that the decision to purchase green products/services are realized more quickly.

Companies that do green advertisements that tend to portray eco-friendly imagery, influence their consumer purchase decisions. Most buyers are influenced by ads that reflect the company's commitment to the environment, Polonsky & Ottman (1998). When a company communicates it, the consumer will be happy to associate himself with the company that is protecting the environment. Rezai. *Et al.* (2013) determined that the relationship between the socio demographic variables towards the consumers' perception towards the green concept recommendation. To establish a positive perception of the green concept for the consumers. Consumers are ready to base their purchasing decisions on purchases of products that do not harm the environment significantly, Do Pac & Ma'Rio (2009). This study can provide the implications of green marketing in the use of effective advertising attractiveness and pricing strategies to improve consumer perceptions and purchasing intentions of green products, Wei, *et al.* (2012). At manufacturing industries, more green images can be shown from the results of various information about the company's social activities oriented environment. This provides confidence to consumers to utilize a variety of manufacturing products. In line with Do Pac & Ma'Rio (2009) research, that consumer concerns did not always translate into eco-friendly behavior, there are consumers who are ready to base their purchase decisions on purchases of products that did not endanger the environment.

The Go Green's manufacturing products have standard operating procedures such that they can efficiently run services when consumers are provided with an understanding of the quality of environmentally friendly manufacturing products. This is in the hope that the company's image is a green company that cares about the environment. It will form the brand personality whose impact can position the company superior to competitors. With the image of green companies already built in manufacturing companies, people are convinced that companies run more

ethical and environmentally friendly businesses. Environmental turbulence requires companies to start practicing sustainable green management. The green logo on a product or service produced by a company indicates that their product or service has a competitive advantage, so most customer purchasing decisions are affected by green product labels. (Rajput, *et al.* 2013; Yazdanifard & Erdo, 2011).

CONCLUSIONS. IMPLICATIONS AND LIMITATIONS

Manufacturing industries can gain competitive advantage through the image of established green companies. This demonstrates the company's commitment to creating environmentally friendly products. More broadly companies are implementing the principles of sustainable development and enhancing the ability to manage risks that impact on the environment. This is what will drive the company into a major driver of green environmental growth that will make the initiative green economy-based. Thus it will potentially create new economic growth, create new jobs, and reduce poverty. Environmental turbulence requires the company to start practicing sustainable green management, thus having a competitive advantage. Because most customer purchasing decisions are affected by green product labels (Rajput, *et al.* 2013; Yazdanifard & Erdo, 2011). Research (Wei, *et al.* 2012) can provide green marketing implications in improving consumer perceptions and purchasing intentions toward green products.

This means that the challenge facing organizations globally is an adoption of sustainable business practices. The implication of this is that the future of the discipline is bright. In fact several authors. Academicians and practitioners hold the same opinion. Polonsky, et al (1998) asserts that marketing has to assume a more responsible role for sustainable development. Williams (1998) projected that environmental issues and sustainable development will dominate board meetings agendas twenty years from now. Ottman (1998) stated that conventional marketing is out. Charter & Polonsky (1999) argued that businesses are facing with increasing challenges of environmental protection and demand for environmentally friendly products and services. Though the future of green marketing seems to be bright. Its growth may be slow and long. To quote Polonsky (1998), green marketing research was in its infancy, (Kinoti, 2011).

This research is conducted in a limited area so that it can not be generalized findings. Further research can be undertaken with a wider sample coverage involving customers and managers line elements in manufacturing companies that can clearly apply the green marketing concept from the marketing mix side. The Namely green product, green pricing, green placement and green promotion. Also can be examined more broadly the role of companies in creating sustainable development in the framework of the green economy.

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