

motivation leadership

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Motivation, Leadership, Supply Chain Management toward Employee Green Behavior with Organizational Culture as a Mediator Variable

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Abstract- This study aims to determine the effect of motivation, leadership and supply chain (information flow) management on employee green behavior through organizational culture as a mediator variable on the employees of PT. X in East Java. This research is a quantitative research type with a sample of 86 employees. By using Smart PLS as an analytical tool to examine the relationship between variables and mediation of organizational culture variable. The correlation of motivation and leadership to employee green behavior variables showed that motivation and leadership had a significant positive effect on employee green behavior, motivation had a significant positive effect on employee green behavior through organizational culture as a mediator variable, and organizational culture had a significant effect on green employee behavior at PT. X.

Keywords; Motivation, leadership, Organizational culture, Supply chain management, Green employee behavior

1. Background

The role of corporations or business entities in the globalization era requires the expansion of interdependence between countries, and they become vital facilities that meet the needs of society. Companies or business entities have become the backbone of the world economy indeed, but in operation, corporations or business entities tend to do things that are contrary to the ethics and law in order to get maximum profit. This motivation of profit-seeking ultimately drives companies to engage in criminal activities related to environmental and food pollution, and illegal drugs, environmental and workplace condition safety [1]

In the last few years, we have seen that the company's activities have had defective effects on human welfare and caused human rights violations. In the context of running a business, conducting business activities, operating a business, and managing company relationships with other parties, there must be risks or potential negative impacts on the company. Protection and compliance with basic human

rights. However, it should also be realized that the existence of a company or business provides opportunities or can be used as a means to support or promote the concept of protection and compliance on human rights in addition to developing business and economy [2], there is a clear accumulation that the process of the initiative for environmental sustainability of international organizations depends on the behaviour of each employee. For example, research showed that employee behaviour contributes significantly to organizational environmental performance [3], reduction of waste and cost savings and competitive advantage. [4] Stated that salient activities about how employees perceptions and behaviour can jeopardize the performance of the environment and the overall organization (The Economist, 2015). In accordance with the views of [4], [5] mentioned that green employee behaviour (EGB) in organic organizations is considered as work behaviour that contributes positively or reduces environmental sustainability. Some researchers emphasized the need to examine EGB and its individual and contextual prediction factors from a multilevel perspective [6, 7].

The environmentally friendly industry which known as the green industry as a growing and diverse sector includes all types of services and technologies that help to reduce negative environmental impacts and resource consumption. Basically, the green industry involves a kind of greening the industry by continuously increasing their productivity by utilizing available resources effectively, also protecting the environment and be socially responsible. According to [40] the green industry as a form of the activities that produce goods and services to measure, limit, minimize or repair environmental damage of water, air and soil, along with the problems related to waste.

Supply chain (information flow) management is a team-based approach which continues improvement in the system. The first and foremost aim of this system is to add the value and eliminate the non-value adding communication factors from the system. At the first step, those non-value adding communication factors are traced out, and in the next step, those are eliminated through a

proper Supply chain (information flow) management System [9]. Literature witness that supply chain (information flow) management plays an important role in the deliverance of leadership approach to the employees. Less the understanding gap between leadership and employees will result in a strong and clear relationship. Supply chain (information flow) management makes it possible to reduce this commutation and understanding gap.

Nowadays, the matter that develops in the companies is not only about the aspect of natural resources that are integrated in accordance with the concept of the green industry, but it also expands broader into the human resources. One of the forms is the adjustment of employee behaviour in the company with the concept of employee green behaviour. According to [6], employee green behaviour or EGB is the attitude or behaviour of an individual or group that contributes to environmental sustainability in the context of work. Employee green behaviour becomes an important component in a company to keep preserving the environment in its operational activities.

Employee green behaviour in an organization or company can be formed by organizational culture and leadership [6]. Organizational culture with a good form and can be accepted by all members will facilitate to cooperate in performing activities [10]. It is expected that employees are able to fulfil the duties and responsibilities well and on time. In the effort of implementing the green industry through employee green behaviour, the company also requires a leader who cares to the environment. It is because a leader has the role of giving commands or instructions for the subordinates to behave properly. Leadership is persuading or influencing followers or employees to achieve the common objective by creating a more effective, authoritative, directed, restrained, and controlled work environment. The influence of a leader establishes an improvement on employees for achieving the objective of the company.

One of the companies that are still competing with other companies in the current global competition is PT. X, which is involved in consumer goods products, namely baby equipment products. In an effort of realizing the green industry, PT. X has obtained the ISO 14001 certificate, which is an international certification related to environmental management systems (SML) on an ongoing basis.

Environmental Management Program (PML) at PT. X is also well implemented. This can be seen from the production waste processing system that is appropriate with the procedure, which cooperates with certified waste processing vendors so that production waste is managed properly and does not pollute the environment. Besides that, in daily operations, the company provided media not only for the production but also for other operations such

as administration, and others, so that environmental management programs continue to run well, for example by providing different bins for various types of garbage, attaching the energy-efficient and saving water appeals, and so on in order to make the employees always remember and comply with the provisions regarding environmental management.

Culture of any organization has its effect on the entire system. A positive and strong culture throws a positive effect on the employee's behaviour. Supply Chain (Information Flow) Management of any organization strongly absorbs the culture effect [11]. Employee's behaviour literature witnessed that organization supply chain (information flow) management system has a strong impact on employees. A complex supply chain (information flow) management system will succeed in the case employees are familiar with the system. The case organization design a complex system, then it will lead to demotivation and prefer to exit. On the other hand, if an organization provide a simple supply chain (information flow) management system, it will lead to internal employee satisfaction.

However, there are several problems faced by company management, one of which is the low employee green behaviour. This can be seen during recess when there are still often found several machines that are supposed to be turned off but left on. In addition, there are still many employees who use excessive water when going to the bathroom, and the use of paper is not optimal. So the company need to conduct socialization, considering the importance of using natural resources as effective and efficient as possible. This study aims to examine the effect of employee motivation and leadership on employee green behaviour through organizational culture.

2. Hypotheses development

Motivation is a form of desire that arises in a person or individual that can be caused by inspiration, enthusiasm, and have the propulsion to do an activity with a sense of honesty, pleasure, sincerity so that the results of the activities carried out will achieve the expected results [12]. Motivation makes an individual will be able to direct his power and potential for deciding how much effort for an activity in a particular situation.

According to [13], motivation is a series of efforts that emerge in a person or individual to provide certain conditions, so that the individual has a desire and wants to do something, if there is a dislike then the individual will try to eliminate such displeasure. In this case, motivation is also considered as a psychological process of a person that can cause the emergence of a directed action to achieve a goal.

Meanwhile, according to [14], motivation as a condition that is able to move employees so that they can achieve certain goals. The example of giving motivation in

a company is praising the employees for the work they have done if its result is in accordance with the expectation. Also, providing motivation to employees can be in the form of control by frequently appearing when employees are working.

In motivation, there is a desire that can activate, move, channel one's attitude and behavior. One of the popular developed motivation theories is the two-factor theory introduced by Frederick Herzberg. In this theory, it is assumed that an individual's relationship with work is fundamental, and his attitude towards work can be very good in determining success or failure. In Herzberg's view, job satisfaction comes from the existence of intrinsic motivators and job dissatisfaction comes from the insubstantiality of extrinsic factors [15]. The extrinsic factors in the work context can be in the form of salary, working conditions, job security, status, company procedures, quality of supply and quality of interpersonal relationships. Whereas the intrinsic condition factors are achievement, recognition, responsibility, progress, work itself and the possibility of improving.

The absence of intrinsic or extrinsic conditions does not mean that the conditions are very dissatisfied. Yet if they exist, the existence will create more a strong motivation that is resulting in good work achievement. According to [16], an employee whose high motivation can be seen from the following characteristics: has a high level of personal responsibility, dares to take and accept the risk, has realistic goals, has a work plan and tries to realize it, utilizes the concrete feedback in all activities and always looking for opportunities to realize the plan.

According to [17], organizational culture is a totality of values, symbols, meanings, assumptions and expectations that are able to organize a group of people who work together. Organizational culture is able to act as a solution provider for organization problems, act as an adapter for factors that grow and develop outside the organization, and carry out internal integration for its members.

Meanwhile, according to [18], organizational culture is one form of assumptions that are owned, implicitly accepted by the group and it determines how the group feels, thinks and reacts to their diverse environment. Organizational culture is closely related to employee perceptions which are believed collectively by all members of the organization.

According to [12], organizational culture is a part of values, assumptions, philosophies, beliefs and habits system that exists in an organization or company. In addition, organizational culture also includes values that have the same meaning and belief for its members and certain behaviors that are expected to be shown to all members of the organization or company.

Based on the opinions above, it can be concluded that organizational culture is the value of a company that is felt and understood by all employees. A simple example of

organizational culture in a company is a clear division of work tasks, since without that the employee will be confused with what work must be done. Besides that, discipline is also an example of organizational culture, which is a form of cherishing time.

Organizational culture as a system of shared meaning in a company or organization. According to [19], organizational culture generally has seven characteristics, as follows: Innovation and courage in taking risks, those can be seen from the extent to which an employee is supported to be innovative and dare to take risks to achieve more optimal goals. Paying attention to detail, this reflects the extent to which employees can show more detailed accuracy, analysis and attention to the activities carried out. Results-oriented, namely the extent to which employees focus on the results that are going to be achieved, not on the techniques and processes used in achieving these results. Team-oriented is the extent to which employees coordinate each work activity with work teams. Human-oriented is the extent to which the decisions taken by management is considering the impact on people in the organization or company.

Aggressiveness, in essence, the extent of employee aggressiveness when receiving, finishing and completing work, also employee aggressiveness towards changes. Stability, i.e. the extent to which a company maintains a well-regarded corporate culture. Ideal organizational culture in a company must have certain characteristics, including [12]:

Strong, in other words, the organizational culture that has been built and developed within the company must be able to bind and influence individual behavior within the company, and can align individual and group goals.

Dynamic and adaptive, i.e. organizational culture within a company must have a flexible and responsive nature to the dynamics of the company environment.

According to [20], leadership is to persuade followers or subordinates to achieve common goals by creating a more effective, authoritative, directed, restrained and controlled work environment. The influence of the leader makes an improvement on employees in achieving company goals. Thus, influencing activity is the ability that must be possessed by a leader in changing attitudes, mindset, behavior, opinions, and willingness of employees to move towards achieving the company's vision and mission.

According to [21] leadership as a process of influencing others to want, be able to understand and agree with the thing that needs to be done, how tasks are completed more effectively, and the process of facilitating individual and group to achieve common goals. However, in general, leadership as one of the functions of management, because leadership can be in the form of moving, directing, and empowering the company's resources towards achieving goals.

Leadership is a way to influence a person or group of people in an organization to carry out activities with the aim of achieving the company vision and mission in accordance with prevailed regulations [22]. In a company, leadership has a role in improving the ability, skills, commitment and understanding of company values. Also, leadership is able to foster a sense of cooperation on employees to achieve common goals [22].

Influence, namely leadership has the nature of influence that the leadership process can run properly because of the influence process. The leader will influence his subordinates to follow the direction he wants.

Legitimacy, namely recognition or endorsement of position as a leader. The leader whose institutional legitimacy will be able to influence and govern subordinates, and also they will always follow the directions and instructions from the leader whose legitimacy in the company.

Objectives, namely, a leader must be able to achieve goals, i.e. individual goals, group goals, and corporate goals. In addition, the leader must be able to balance the goals of the company or organization with the goals of his subordinates, with the hope of increasing work passion. There are several dimensions to measure leadership in a company [23].

In the modern era, the Supply Chain (information flow) Management system has become the need of every small, medium and large scale organization. We are living in a technological world; the organizations failed to manage its information flow system via a proper system or channel may remain back in the competition. Organizations in the modern world are studied from its floated information. Clients, employees and many other stakeholders trace and read the organization via its investment supply chain (information flow) management system.

Culture of any organization also decides its supply chain (information flow) management system directions. If an organization prefers rigid culture will lead to a tough and complex system. On the other hand, an organization prefers employee-friendly and relax culture will adopt a simple and user-friendly supply chain (information flow) management system for the convenience of its employees.

According to [6], employee green behavior or EGB is the attitude or behavior of individuals or groups that contribute to environmental sustainability in the context of work. Employee green behavior becomes an important component in a company to preserve the environment in its operational activities. Employees green behavior as part of good performance is needed by the company as a form of responsibility to the environment.

Behavior in the workplace where employees work is usually limited by the requirements and norms that apply in accordance with the organizational culture of the company. Employee green behavior is an action of an employee at work, which has a contribution to the use of available

resources [24]. In practice, this behavior can be reflected in the simple activities of employees, such as adequate use of water, turning off lights if they are not used, saving paper usage and so on.

Meanwhile, according to [4], employee green behavior as action and behavior involving employees in a company, to contribute to the reduction or saving of existing resources to help preserve the environment. It is important to identify how green employee behavior in the workplace, which can be focused on a single behavior, for example, recycling. Although some behaviors link with components of employees green behaviors, they cannot represent various employee green behaviors.

In general, employee green behavior can be divided into two, namely [6]:

Voluntary employee behavior that is green employee behavior that arises from self-initiative that meets the expectations of the organization or company. Employees can also choose to go beyond what is needed by an organization related to the behavior towards the environment. This shows that employees prioritize environmental interests through environmental policies and programs, hobbies and activism, and encouraging others. The concept of voluntary employee green behavior is in accordance with a performance that depends on contexts, such as citizenship and organizational behavior that refers to behavior that supports the institution.

Needed employee green behavior that is one of the goals of establishing the company is to improve the performance of the green environment, by introducing it as the main work and task. This related to the following organizational policies, the change work methods, including choosing responsible alternatives, which are sustainable and creating products and processes. The concept of green employee behavior is the same as the task that is going to be carried, that is improving environmental sustainability.

The elements of green employee behavior in a company, according to [6], namely: work sustainably, preserve natural resources, influence others, have initiative and avoid losses. While according to [24], the elements of green employee behavior in a company are: The initiative that is to start a new behavior or make a personal sacrifice that is owned to continue.

In a study conducted by [25], it was found that there is a significant relationship between work motivation and nurse behavior. Work motivation as a condition that can influence, arouse, move and maintain one's behavior in carrying out their activities. Employee whose high work motivation will have good work enthusiasm, including behaving in accordance with the expectation of the company or organization. Therefore when a company or organization wants employees to behave green, with the motivation formed them, they will always behave green in accordance with the company expectation. On the other

hand, employees who do not get work motivation will tend to be lazy in carrying out their duties and responsibilities.

Organizational culture is a part of values, assumptions, philosophies, beliefs and habits system that exists in an organization or company. In addition, organizational culture also includes values that have the same meaning and belief for its members and certain behaviors that are expected to be shown to all members of the organization or company [12].

Organizational culture can have an impact on the criteria used by employees in carrying out their work. The actions of top management will determine the general climate of good behavior that is acceptable or not. In a study conducted by [26], found that organizational culture has a positive and significant effect on employee work behavior.

The influence of the leader makes an improvement on employees in achieving company goals. Thus, influencing activity is the ability that must be possessed by a leader in changing attitudes, mindset, behavior, opinions, and willingness of employees to move towards achieving the company vision and mission [6]. Leadership is a factor that can provide direction for employees in the company to be motivated, make the same perceptions and unify their vision and mission. Leadership plays a role in motivating subordinates and certainly giving the enthusiasm to behave well. In a study conducted by [27], it was found that leadership influences employee work behavior. When the company expects employees to have green behavior, with a good leadership leader who is able to influence subordinates, they will be able to behave in accordance with company expectation.

H1: There is a positive association between Motivation and Employee Green Behavior.

H2: There is a positive association between Leadership and Employee Green Behavior.

H3: There is a positive association among Supply Chain (Information Flow) Management System and Employee Green Behavior.

H4: Organizational Culture has positive mediation among the links of Motivation and Employee Green Behavior.

H5: Organizational Culture has positive mediation among the links of Leadership and Employee Green Behavior.

H6: Organizational Culture has positive mediation among the links of Supply Chain (Information Flow) Management System and Employee Green Behavior.

3. Methodology

Quantitative approach is used in this study, which the quantitative approach itself is a research that emphasizes more objectively on phenomena which are then studied quantitatively. This research is included as causal research, which is to see whether a variable that acts as an independent variable influencing other variables that

act as dependent variables. This study discusses the influence of motivation, supply chain management, leadership on employee green behavior with organizational culture as a mediator variable. The population in this study were employees of PT. X with 581 employees. The sampling technique used is the simple random sampling method. Thus, out of the 581 employees of PT. X, the employees used as a sample are 86 employees. The total of 86 employees will be drawn equally from the existing departments. At present, there are eight departments. Hence the number of employees taken in each department. Data collection in this study is by distributing questionnaires to respondents and using a Likert scale as a measurement of research instruments. Tabulation of data is performed by using the Smart-PLS. The motivation (MV) has five items, leadership (LP) has twelve items, and supply chain management (SCM) has 10 items while dependent variable such as employee green behavior (EGB) has five items and mediator namely organizational culture (OC) has seven items and these variable are shown in the following Figure 1.

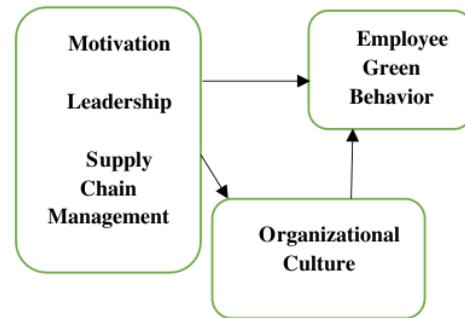


Figure 1. Theoretical Model

4. Results

The results of the study show the convergent along with the discriminant validity. Firstly, convergent validity has been presented and statistics show that convergent validity has proved because loadings and AVE are larger than 0.50 while CR and Alpha are more than 0.70. These are shown in Table 1.

Table 1. Convergent validity

| Items | Loadings | Alpha | CR | AVE |
|-------|----------|-------|-------|-------|
| EGB1 | 0.739 | 0.798 | 0.868 | 0.623 |
| EGB2 | 0.752 | | | |
| EGB3 | 0.837 | | | |
| EGB5 | 0.823 | | | |
| LP1 | 0.721 | 0.913 | 0.926 | 0.533 |
| LP10 | 0.724 | | | |
| LP11 | 0.664 | | | |
| LP12 | 0.673 | | | |

| | | | | |
|-------|-------|-------|-------|-------|
| LP2 | 0.746 | | | |
| LP3 | 0.743 | | | |
| LP4 | 0.767 | | | |
| LP5 | 0.774 | | | |
| LP6 | 0.718 | | | |
| LP7 | 0.752 | | | |
| LP8 | 0.743 | | | |
| MV2 | 0.655 | 0.746 | 0.811 | 0.590 |
| MV4 | 0.847 | | | |
| MV5 | 0.790 | | | |
| OC1 | 0.897 | 0.878 | 0.909 | 0.626 |
| OC2 | 0.848 | | | |
| OC4 | 0.724 | | | |
| OC5 | 0.671 | | | |
| OC6 | 0.748 | | | |
| OC7 | 0.836 | | | |
| SCM1 | 0.738 | 0.908 | 0.922 | 0.543 |
| SCM10 | 0.690 | | | |
| SCM2 | 0.716 | | | |
| SCM3 | 0.749 | | | |
| SCM4 | 0.737 | | | |
| SCM5 | 0.711 | | | |
| SCM6 | 0.744 | | | |
| SCM7 | 0.771 | | | |
| SCM8 | 0.808 | | | |
| SCM9 | 0.698 | | | |

Secondly, discriminant validity has been presented and statistics show that discriminant validity has proved because the ratios of Heterotrait Monotrait (HTMT) are not larger than 0.85. These are shown in Table 2.

Table 2. Heterotrait Monotrait ratio

| | EGB | LP | MV | OC | SCM |
|-----|-------|-------|-------|-------|-----|
| EGB | | | | | |
| LP | 0.715 | | | | |
| MV | 0.344 | 0.244 | | | |
| OC | 0.762 | 0.570 | 0.406 | | |
| SCM | 0.734 | 0.599 | 0.296 | 0.706 | |

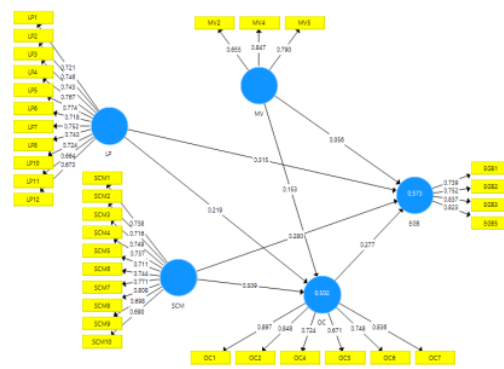


Figure 2. Measurement model assessment

The path analysis of the study show that leadership and supply chain have positive association with the green behavior of the employee and accept H2 and H3 while motivation has insignificant link with green behavior of the employee and reject H1. In addition, organizational culture has positive mediation among the links of leadership, motivation, supply chain and green behavior of the employees and accept H4, H5 and H6. These are shown in Table 3.

Table 3. Path analysis

| Relationships | Beta | S.D. | t-values | p-values |
|----------------|-------|-------|----------|----------|
| LP → EGB | 0.315 | 0.041 | 7.759 | 0.000 |
| LP → OC | 0.219 | 0.049 | 4.463 | 0.000 |
| MV → EGB | 0.056 | 0.032 | 1.718 | 0.089 |
| MV → OC | 0.153 | 0.042 | 3.617 | 0.000 |
| OC → EGB | 0.277 | 0.054 | 5.150 | 0.000 |
| SCM → EGB | 0.280 | 0.053 | 5.289 | 0.000 |
| SCM → OC | 0.509 | 0.044 | 11.508 | 0.000 |
| LP → OC → EGB | 0.061 | 0.017 | 3.513 | 0.001 |
| MV → OC → EGB | 0.042 | 0.015 | 2.740 | 0.007 |
| SCM → OC → EGB | 0.141 | 0.031 | 4.492 | 0.000 |

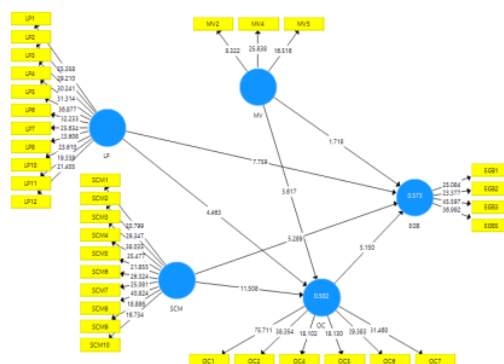


Figure 3. Structural model assessment

5. Discussion and conclusion

In this study, motivation is interpreted as a desire and encouragement in employees to carry out their duties and responsibilities. From the results of data analysis, the results show that motivation has a positive and significant effect on green employee behavior. That is, the existence of motivation in employees will improve work behavior as expected. A simple example is the fulfilment of the basic needs of employees; then the employee will have a high level of personal responsibility. Otherwise, if the basic needs of employees are not met, they will tend to work with carelessness to the impact on the surrounding environment. In line with research conducted by Naibaho (2016), which found that motivation has a significant correlation to employee behavior. Work motivation as a condition that can influence, arouse, move and maintain one's behavior in carrying out their activities.

The influence of supply chain (information flow) management on green employee behavior.

In this investigation, the Supply Chain (information flow) Management is taken as a system which has a strong effect on employees to achieve the organization goal. The results of the study conclude that there is a positive relationship between supply chain (information flow) management and green employee behavior. A strong supply chain (information flow) management system leads to build employee green behavior.

Based on the results of data analysis, the results show that leadership has a significant positive effect on green employee behavior. That is, if leadership in the company supports the activities or behaviors to care about the environment, employee behavior related to it will increase. For example, when the leader wants to reduce or even eliminate the use of raw materials that cannot be recycled, the subordinate will do it.

The influence of leadership on green employee behavior.

Leadership in this study is interpreted as a way to influence an individual or group in a company to achieve common goals. Based on the results of data analysis, the results show that leadership has a significant positive effect on green employee behavior. That is, if leadership in the company supports the activities or behaviors to care about the environment, employee behavior related to it will increase. For example, when the leader wants to reduce or even eliminate the use of raw materials that cannot be recycled, the subordinate will do it.

Leadership is a factor that can provide direction for employees in the company to be motivated, make the same perception and unify their vision and mission. Leadership plays a role in motivating subordinates and certainly giving the enthusiasm to behave well. In other words, the higher motivation experienced by employees, it does not affect the improvement of the implementation of organizational culture. This contrasts with previous research conducted by [28], which the results in his research indicated that

leadership is a critical factor in strengthening organizational culture.

The influence of supply chain (information flow) management on organizational culture. Based on the results of this study, supply chain (information flow) management does have a significant effect on organizational culture. In other words, the better supply chain (information flow) management system experienced by employees, it does affect the improvement of the implementation of organizational culture [29].

The influence of organizational culture on green employee behavior. In this research, organizational culture is interpreted as the value owned by a company that is felt and understood by all its members. From the results of data analysis, the results show that organizational culture has a positive and significant effect on employee green behavior. That is, if the company has formed an organizational culture that cares about the environment, the behavior to keep caring about the environment will run by itself. Hence, if a good organizational culture is formed, the people in the company will always be involved in overseeing that culture and will maintain a good organizational culture to keep going. In line with research conducted by [10], which found that organizational culture has a positive and significant effect on employee work behavior. Organizational culture can have an impact on the criteria used by employees in carrying out their work. The actions from top management will determine the general climate of acceptable good behavior.

Motivation Has a Significant Effect on Employee Green Behavior through Organizational Culture as an Intervening Variable. Based on the results of the statistical test, it is known that the correlation of motivation toward employee green behavior mediated by organizational culture has a significant effect. This means that organizational culture has an influence in mediating the relationship of motivation toward green employee behavior.

Based on the analysis of the data that has been done, and the discussion that has been put forward, the following conclusions are obtained:

1. Motivation has a significant effect on green employee behavior.
2. Leadership has a significant effect on green employee behavior.
3. Supply Chain (Information Flow) Management has a positive effect on green employee behavior.
4. Motivation has a significant effect on organizational culture.
5. Leadership has no significant effect on organizational culture.
6. Supply Chain (Information Flow) Management has a positive effect on organizational culture.
7. Organizational culture has a significant effect on green employee behavior.

8. Motivation has a significant effect on employee green behavior through organizational culture as an intervening variable.

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