

## ***Greening public organisations: is there room for pro-environmental public servants to participate?***

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**Abstract:** Academics are emphasizing the necessity of altering the behaviour of public officials to enhance their ecological efficiency, rather than depending exclusively on technological advancements. The shift in focus has been prompted by the sluggish and ineffective performance of public servants. Governmental organisations in well-developed Western economies have instituted policies with the objective of mitigating the environmental footprint of their activities. In developing economies, although there are no established protocols, public employees possess the capacity to voluntarily engage in diverse environmentally friendly initiatives. The inquiry is approached through the implementation of a theoretical structure that is founded on eco-initiative, environmental commitment, public service motivation (PSM), and organisational citizenship behaviour towards the environment (OCBE). An analysis was conducted on the participation of individual eco-initiatives among 600 employees in the capital city of Indonesia, based on collected data. The purpose was achieved through the utilisation of Structural Equation Modelling. The findings of our study suggest that PSM, environmental commitment, and OCBE are significant predictors of eco-initiative in the public workplace. The discourse underscores the importance of individual employee motivation in self-initiated endeavours that advance effective public service while scrutinizing the impact of formalism which is still highly significant for Indonesians today.

**Keywords:** public service motivation, public servants, organisational citizenship behaviour towards the environment (OCBE), affective environmental commitment, formalism.

**JEL:** Q 56, H 23, D21

**DOI:** <https://doi.org/10.24818/amp/2023.41-08>

### **Introduction**

Human behaviour is a significant contributor to environmental degradation. Scholars and environmental policymakers worldwide have acknowledged this, and many organisations are implementing environmental management systems and green initiatives to reduce their environmental impact (Osuntuyi and Lean, 2022). The need to understand and modify employee behaviour to mitigate the adverse environmental effects of their actions is growing. This is especially true in the public sector, where government agencies are increasingly being called upon to address

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environmental issues (Dobrowolski, Drozdowski, and Panait, 2002). Consequently, several government policies have sought to integrate environmental concerns into public administration. These policies help government agencies reduce their environmental impact and promote sustainable development (Akerboom and Craig, 2022; Ofori et al., 2023; Sadiq et al., 2023).

One of the critical challenges in implementing environmental policies in the public sector is motivating public employees to engage in pro-environmental behaviour. While there has been some research on this topic, more work is needed to understand the factors that motivate public employees to act in an environmentally responsible manner (Azhar and Yang, 2021; Mehmood et al., 2023). In addition, environmental management has received less attention in Asian nations due to their heightened susceptibility to pollution and environmental degradation (Bahuguna et al., 2023).

In the private sector, green practices have been successful (Sanchez Planelles et al., 2022; Yu et al., 2022; Asif et al., 2023; Androniceanu and Sabie, 2022). Nevertheless, public organisations function differently due to differences in recruitment, career trajectories, work environment, and political expectations (Satispi et al., 2023; Basuki et al., 2023). Greening the public sector, therefore, necessitates a unique approach.

One difficulty is aligning pro-environmental behaviour with organisational competitiveness and outcomes, given that the public sector focuses predominantly on public interest (Satispi et al., 2023). In addition, public personnel in East and Southeast Asia have different career perspectives and expectations than their Western counterparts (Haque, 2022), which may affect their pro-environmental behaviour participation. In addition, social factors, such as social pressure imposed by the government, influence pro-environmental behaviour (Wang et al., 2023). Therefore, greening public sector organisations must consider each region's unique social and cultural contexts.

Indonesia, a signatory to the Paris Agreement, intends to reduce greenhouse gas intensity by 41% by 2030 and reach net-zero emissions by 2060 (Raihan et al., 2023). Public sector employees' commitment, approximately 4.25 million civilians (BKN RI, 2023), is crucial in attaining these objectives. Public servants can serve as environmental custodians by influencing others, gaining access to resources, and making consequential decisions (Xu et al., 2023). This study investigates the factors that influence public officials' eco-initiatives in Indonesia's developing economies, concentrating specifically on public service motivation (PSM), environmental commitment, and organisational citizenship behaviour towards the environment (OCBE). The research emphasises the importance of individual employee motivation in driving self-initiated efforts for effective public service, especially in contexts with limited resources and incentives for eco-friendly behaviour. By contemplating the unique characteristics of public organisations and the social-cultural context, it is possible to develop environmentally and socially beneficial green practices.

## **1. Literature review**

Pro-environmental behaviour is a critical research topic in Indonesia, given the country's large population and rapid economic growth. By understanding the factors that motivate individuals to take action to protect the environment, Indonesia can develop more effective policies and programs to reduce its environmental impact.

One type of pro-environmental behaviour is eco-initiative, which refers to the voluntary pro-environmental actions taken by individual employees which are not mandated by their organisation but may be encouraged. Bhatti et al. (2021) define eco-initiative as informal actions performed by individual employees that aim to improve the environment. Another type of pro-environmental behaviour is organisational citizenship behaviour for the environment (OCBE). Anwar et al. (2020) suggest that OCBE is characterised by self-motivated deeds that are not explicitly specified in formal job mandates but are performed by individual staff members to enhance the organisation's or community's overall sustainability. Liu and Yu (2023) found that individuals who participate in OCBE are driven by an intrinsic factor that differs from self-interest. This factor involves upholding formal organisational policies, regulations, or directives for self-preservation.

Liu and Qi (2022) have systematically categorised pro-environmental behaviours into three distinct categories: eco-helping, eco-civic engagement, and eco-initiatives. Eco-helping refers to voluntary behaviour that helps others to protect the environment. Priyadarshini et al. (2023) provide an example of eco-helping, such as volunteering to clean up a polluted area or donating money to an environmental organisation. Eco-civic engagement is voluntary participation in environmental decision-making (Amrutha and Geetha, 2023), while eco-initiatives are voluntary behaviours that reduce environmental impact (Gusmerotti et al., 2023). Scholars have researched the Organizational Citizenship Behavior for the Environment (OCBE) of employees in different industries. For example, Nureen et al. (2023) examined the impact of managers' OCBE on environmental management practices in manufacturing companies. They found a significant correlation between the degree of involvement of a manager in OCBE and the implementation of environmental management practices (Nureen et al., 2023). Anwar et al. (2020) investigated the pro-environmental behaviours exhibited by academic institutions in Malaysia. They found a positive association between OCBE and the environmental performance of the entity. However, governmental institutions still need to investigate the correlation between OCBE and environmental performance. Suzuki and Hur (2021) argue that the level of environmental behaviour displayed by public sector employees compared to those in the business sector currently needs to be discovered. Environmental programs may depend on employee behaviour outside the scope of formal reward and performance evaluation systems. Therefore, it is crucial to identify the antecedents of such behaviour. Given the normative argument in the Indonesian public sector that public organisations should serve as stewards of the public's environmental and natural resources (Karim and Almira, 2023) and

recognise that an employee's overall concern for the environment is a crucial factor in OCBE participation, the following hypothesis concerning public workplaces is proposed:

H1: The Organizational Citizenship Behavior for the Environment (OCBE) of an employee is positively correlated with in discretionary eco-initiatives.

The application of Public Service Motivation (PSM) has been observed in public and business organisations to assess the degree of involvement of individual employees in extra-role activities within the workplace and pro-social activities outside of it, as noted by Neumann and Schott (2023). According to Gnankob et al. (2022), it is commonly believed that public sector employees are motivated by a sense of duty that is not typically seen among their private sector counterparts. Ritz et al. (2022) reported that government employees are often viewed as being driven by a sense of accountability to the community and a desire to promote the public good. Moreover, these workers are frequently identified by an ethical structure that gives precedence to intrinsic incentives as opposed to extrinsic ones. Therefore, PSM is a crucial factor in understanding the participation of public employees in environmental initiatives (Nguyen et al., 2022).

According to Qin et al. (2022), the function of PSM in supporting societal and external environment-oriented behaviour may lead to equivalent behaviours outside the organisation. Individuals who are motivated by their employing organisation's public image or the larger good of society are more inclined to participate in eco-initiatives (Laruffa et al., 2021). A recent study shows a positive relationship between PSM and discretionary behaviour in public institutions. Several scholars, including Ripoll and Schott (2023), Yang and Zhang (2022), and Taylor et al. (2022), have demonstrated this fact. Hence, the following hypothesis is postulated:

H2: An employee's Public Service Motivation (PSM) is positively related to participation in discretionary eco-initiatives.

Eco-initiatives are voluntary behaviours involving intentional efforts made by employees to modify their conservation behaviours to align with the requirements of their respective organisations. These efforts may involve allocating time, energy, and other resources (Asghar et al., 2022). Ansari et al. (2020) argue that eco-initiatives can affect employee outcomes beyond the environmental domain as a resource investment behaviour. For example, eco-initiatives can increase the organisation's practical environmental commitment. Affective environmental commitment is a psychological state, way of thinking, and internal disposition that reflects an individual's sense of duty and attachment to environmental issues in the workplace (Muisyo et al., 2021). Ren, Tang, and Zhang (2022) found that employees who are highly committed to their organisation are more likely to participate in eco-initiatives than their less committed counterparts. Arli, van Esch, and Cui (2022) define environmental commitment as an individual's emotional attachment, identity, and involvement in environmental behaviours. Foster et al. (2022) found a positive correlation between employees' level of environmental commitment and their tendency to recycle more frequently, conserve more energy, and use less paper at work. Garavan et al. (2023) found that employees who perceive their organisation as

committed to environmental protection are likelier to engage in eco-initiatives. Mirhadian, Azizan, and Shahriari (2023) found that a strong organisational commitment to environmental protection can increase employee engagement in eco-initiatives. Ribeiro et al. (2022) found that employees more affectively committed to the environment are likelier to participate in eco-initiatives. These studies suggest that organisations encouraging employees to participate in eco-initiatives should commit to environmental protection. By doing so, they can increase the likelihood that their employees will be motivated to take action to protect the environment. Therefore, the following hypothesis is proposed:

H3: An employee's affective environmental commitment will be positively related to their participation in discretionary eco-initiatives.

## **2. Research methodology**

Data were collected between January 25 and April 25, 2023, using snowball sampling through the authors' networks and social media platforms. A web-based questionnaire was used to collect data from a sample of 650 Indonesian public servants who reside in Jakarta. The survey resulted in 600 valid responses, which represents a completion rate of 92%.

The minimum sample size for this study was determined using the guidelines proposed by Hair, Howard, and Nitzl (2020). Assuming that the number of latent variables does not exceed seven, each latent variable is measured by a minimum of three observable variables. Therefore, the minimum sample size should be at most 150 cases. The present study utilised 32 observable variables and had a sample size of 600, which exceeds the minimum threshold of 150.

Eco-initiatives were operationalised in this study based on the methodology proposed by Stritch and Christensen (2016). An index score was created by collecting responses from employees to 10 survey questions that inquire about the probability of their participation in a particular pro-environmental behaviour while at work. OCBE was measured using the 10-item scale developed by Anwar et al. (2020). The scale covers three dimensions of OCBE: eco-initiatives, eco-civic engagement, and eco-helping. PSM was measured using four items from Perry's (2000) original scale. These items assess the four dimensions of PSM: self-sacrifice, commitment to the public interest, attraction to public policy-making, and compassion. An environmental commitment was measured using 8 items extracted from the studies conducted by Asfar and Umrani (2019). These items assess the extent to which respondents feel a sense of duty to support the environmental efforts of their organisation and feel as if their organisation's environmental problems are their own.

The participants indicated their level of agreement with each statement using a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). The relationships between the variables were analysed using structural equation modelling (SEM), considered the most appropriate method for testing the hypothesis (Dash and Paul, 2021). According to Mai, Niemand, and Kraus (2021), the primary justification measures to verify the model were Chi-square ( $\chi^2$ ); the

Minimum Sample Discrepancy Function ( $\chi^2/df$ ), Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), CFI (Comparative Fit Index), and RMSEA (Root Mean Square Error of Approximation). The testing of hypotheses required an analysis of the probabilities associated with each path. For an effect to be considered significant, the probability of each path must be less than or equal to 0.05. Hair, Howard, and Nitzl (2020) recommend using a factor-loading model to evaluate discriminant validity, with only items with a factor loading exceeding 0.50 retained in the model. Bonett and Wright (2014) reported that the coefficient alpha should have values of 0.60 or higher when assessing reliability.

### **3. Research results and discussions**

The respondents' demographic profiles were analysed based on their gender, age, level of education, and duration of current employment. The preponderance of respondents (65%) was male. The majority of respondents (52%) were at least 35 years old. 66% of respondents possessed a bachelor's degree, 33% possessed an associate degree, and 1% possessed a graduate degree. The majority of respondents (57%) had worked for the government for over a decade. The second-largest proportion of respondents, 41.6%, had been affiliated with organisations for five years. Only 10 individuals (1.7%) reported having served the organisation for less than five years.

The average OCBE score, 4.9338, falls into the category of moderately high. This indicates that public servants who participated in the study can be distinguished by their self-motivated actions that are not expressly outlined in their official job responsibilities. Rather, these actions are performed by individual staff members to enhance the organization's or community's overall sustainability. The calculated mean score of organisation PSM, which is 6.3258, indicates that the organisation has a significant level of PSM. Individuals' levels of PSM are positively correlated with the likelihood that they will engage in behaviours consistent with public service values. The average score for Environmental Commitment is 5.1121, which is considered high. This indicates that respondents are inclined to participate in eco-initiatives due to their high level of organisational commitment. The calculated mean score of the Environmental Initiative, 5.4946, indicates that public servants have a high level of awareness regarding their role in environmental preservation efforts. As exemplified by the highest rating for the propensity to turn off lights in unoccupied areas (5.8967), participants have realised that seemingly insignificant actions can have a significant impact. This was followed by a tendency to use communal appliances rather than individual ones (5.8183) and the habit of turning off computer monitors when not in use (5.8167).

The operationalization and validation of the instrument are presented in Table 1. All factor loadings under Confirmatory Factor Analysis (CFA) for all items exceed the 0.50 threshold. Moreover, each construct's Cronbach's alpha coefficient exceeds the predetermined threshold values. Therefore, the criteria for validity and reliability have been met.

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**Table 1. Validity and reliability measurement**

<b>Construct</b>	<b>Statements</b>	<b>Factors Loading</b>	<b>Cronbach's alpha</b>
Organisational Citizenship Behaviour for the Environment (OCBE)	1. Before doing anything, I examine the environmental implications.	0.830	0.807
	2. I volunteer for environmental causes.	0.786	0.808
	3. I advise my co-workers on environmental protection.	0.820	0.808
	4. I instinctively help my co-workers consider the environment in everything.	0.771	0.805
	5. I encourage my co-workers to be greener.	0.799	0.805
	6. I encourage my co-workers to discuss environmental issues.	0.825	0.807
	7. I actively participate in my organization's environmental events.	0.857	0.807
	8. I follow my company's environmental efforts.	0.851	0.807
	9. My environmental activities improve my company's reputation.	0.792	0.816
	10. I volunteer for environmental causes.	0.523	0.815
Public Service Motivation (PSM)	1. Making a difference in society is more important to me than achieving personal success.	0.568	0.812
	2. I am willing to make immense sacrifices for the benefit of society.	0.571	0.812
	3. I contribute selflessly to my community.	0.600	0.811
	4. I view public service as my civic obligation.	0.576	0.813
Environmental Commitment	1. I am deeply concerned about my organization's environmental concerns.	0.805	0.814
	2. I would regret not supporting my company's environmental efforts.	0.816	0.815
	3. My organization's environmental concern is very important to me	0.837	0.817
	4. I feel obligated to support its environmental initiatives.	0.708	0.809
	5. I truly believe that my organization's environmental problems are my own.	0.547	0.806
	6. I am genuinely invested in my organization's environmental concerns.	0.688	0.803
	7. I feel obligated to support my organization's environmental efforts.	0.607	0.806
	8. My organization's environmental efforts are very important to me.	0.766	0.805
Eco-Initiative	1. What is your likelihood of recycling all paper waste?	0.669	0.814

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Construct	Statements	Factors Loading	Cronbach's alpha
	2. What is your likelihood of recycling all aluminium cans and plastic bottles?	0.813	0.813
	3. How likely are you to drink from reusable bottles or cups?	0.585	0.809
	4. Are you likely to power down your computer monitor?	0.578	0.808
	5. What is your likelihood of using the back of obsolete copies as scratch paper?	0.564	0.813
	6. Are you likely to volunteer for a reduced workspace?	0.665	0.809
	7. Are you likely to volunteer for a reduced workspace?	0.589	0.804
	7. What is your likelihood of printing on both sides of the paper?	0.645	0.804
	8. How likely are you to use shared appliances rather than personal ones?	0.671	0.812
	9. Are you inclined to turn off the lights in empty rooms?	0.612	0.810
	10. Would you consider fuel efficiency when buying a work vehicle?		

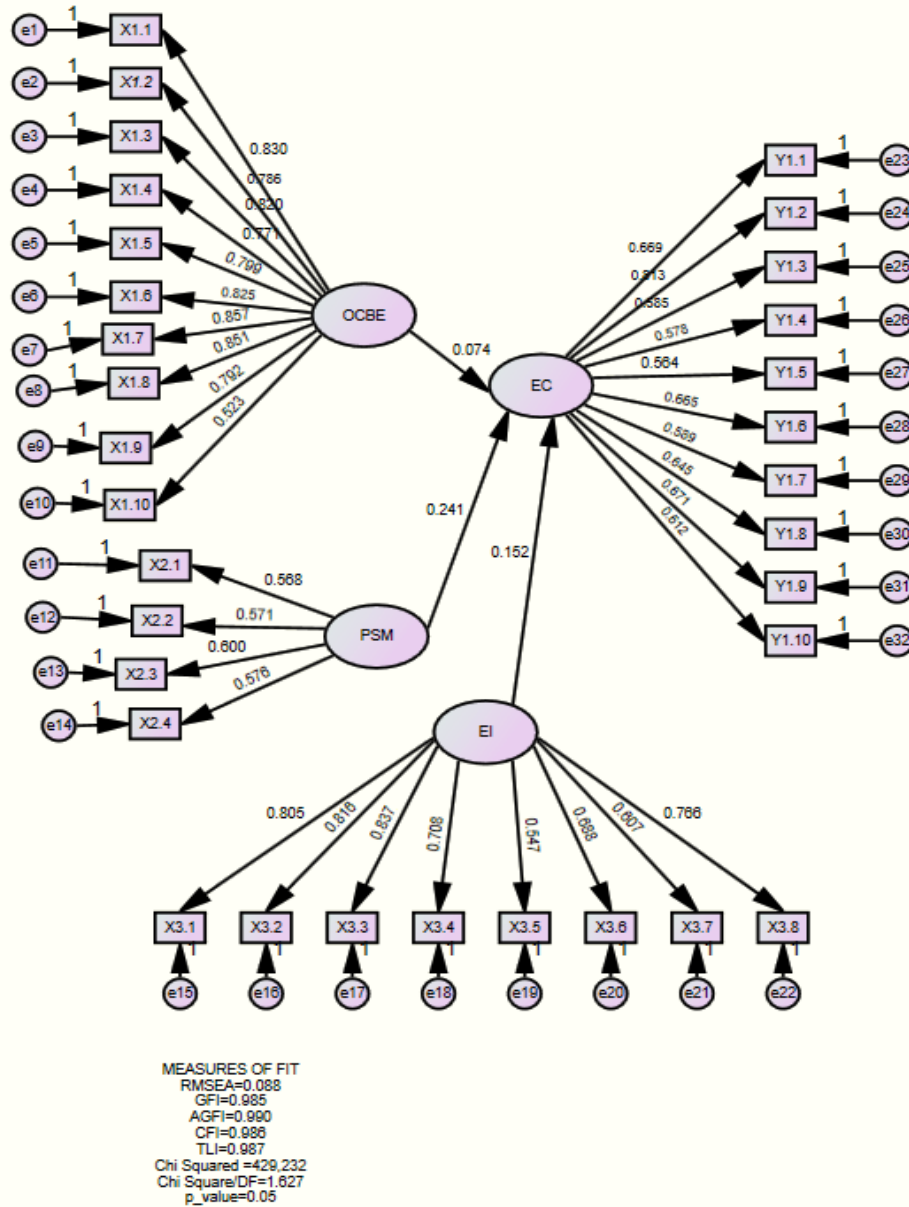
Source: Author's contribution

Figure 1 presents the comprehensive model that has been specified for the research. The goodness-of-fit of the model was evaluated using the criteria proposed by Shipley & Douma (2020) and Hair, Howard, & Nitzl (2020). The Chi-square ( $\chi^2$ ) value was less than 639,232, and the probability (P) was 0.05, indicating that the model fit the data well. The CMIN/DF value of 1.627 was also within the acceptable range of < 2.0. The GFI, AGFI, CFI, TLI, and RMSEA values were all above the recommended thresholds of 0.90, 0.90, 0.95, 0.95, and 0.08, respectively. These results suggest that the model had a good fit to the data.

The outcome of the structural equation modelling analysis is presented in Table 2.



**Figure 1. Full model calculation**



Source: Author's contribution

The results of the structural equation modeling analysis suggest that the model had a good fit to the data and that three paths had statistically significant relationships. These results provide support for the proposed theoretical model.

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**Table 2. Summary of path relationship among constructs**

Constructs	Estimate	SE.	CR.	P	Conclusion
OCBE → EI	0.074	0.037	1.994	0.05	Significant
PSM → EI	0.241	0.047	5.077	0.00	Significant
EC → EI	0.152	0.052	2.928	0.04	Significant
Notes: *** = p < 0.00.					

Source: Author's contribution

The first hypothesis, which posits a positive correlation between an employee's organizational citizenship behavior (OCBE) and their participation in voluntary environmental initiatives, was supported by the statistical analysis. The critical ratio (CR) value for OCBE was 1.194, which is greater than the critical value of 1.96 at the 0.05 significance level. This indicates that there is a significant positive relationship between OCBE and participation in voluntary environmental initiatives. The second hypothesis, which posits a positive correlation between an employee's public service motivation (PSM) and their involvement in voluntary eco-friendly initiatives, was also supported by the statistical analysis. The CR value for PSM was 5.077, which is much greater than the critical value of 1.96 at the 0.05 significance level. This indicates that there is a strong positive relationship between PSM and participation in voluntary eco-friendly initiatives. The third hypothesis, which posits a positive correlation between an employee's environmental commitment and their involvement in discretionary eco-initiatives, was also supported by the statistical analysis. The CR value for environmental commitment was 2.928, which is greater than the critical value of 1.96 at the 0.05 significance level. This indicates that there is a significant positive relationship between environmental commitment and participation in discretionary eco-initiatives. These findings suggest that PSM, OCBE, and environmental commitment are all significant predictors of participation in voluntary environmental initiatives among public servants in Indonesia.

This study confirms that the public sector has extended its responsibilities to create a workforce that is dedicated to promoting environmentally sustainable business practices. This phenomenon has garnered consistent scholarly attention, as evidenced by the previous studies of Ren et al. (2022), Akerboom & Craig (2022), Ofori et al. (2023), and Sadiq et al. (2023).

In Indonesia, as with other developing economies in Asia, pro-environmental behaviour is still in its early stages (Azhar & Yang, 2022; Mehmood et al., 2023). Consequently, the study resulting in PSM as the strongest influence on the determination of eco-initiatives among public servants in Indonesia should be treated cautiously. This is because individuals who identify as collectivists on the PSM self-report questionnaire are more likely to engage in impression management by presenting themselves favourably in order to conform to the norms and expectations of their respective groups (Kim & Kim, 2013). The Indonesian government has promoted the Environmental Act to encourage governmental institutions to operate in accordance with the principle of environmental sustainability. However, the

effectiveness of the Environmental Act in achieving its goals is limited by the formalism that is typical of Asian administrative culture. Formalism is the existence of formal regulations that are disregarded or superficially adhered to within societies (Basu, 2021; Androniceanu et al., 2022). In Indonesia, formalism can be seen in the way that civil servants often implement laws and regulations in a perfunctory manner, without fully understanding or considering the underlying principles. This is due to a number of factors, including the prismatic nature of Indonesian society, which is characterized by a mix of traditional and modern values. As a result of formalism, the implementation of the Environmental Act may be discretionary. This means that civil servants may choose to implement the Act or not, depending on a variety of factors, such as their personal beliefs, the pressure from their superiors, or the political climate.

In Indonesian formalism, certain behaviours that may be considered OCBE in other contexts may not be regarded as discretionary. Civil servants may not consistently adhere to formal policies, and they may not always view the prescribed behaviours in these policies as optional. Also, there exists a prevalent inclination among individuals to prioritise appeasing their superiors in order to safeguard their socio-economic standing. The phenomenon commonly referred to as "*asal bapak senang*" (translated as "keeping fathers happy") (Rajiani & Kot, 2020). The term "*Bapak*" refers to the paternal figure in a family, but it can also denote a charismatic individual who assumes a caring role within a community. The display of this behaviour does not inherently indicate a genuine dedication to the task at hand. Rather, this outwardly compliant behaviour is merely a formal enactment of one's role, concealing underlying attitudes of indifference or apathy.

The adoption of public policy by organisations is subject to pressures that manifest in coercive, mimetic, and normative forms, (Satispi et al., 2023) As a result of state intervention, the application of coercive pressure is considered obligatory, whereas mimetic pressure can replicate the successful practises of other organisations. The opinions of experts and academicians generate normative pressures. According to Sukoco et al. (2021), the communication of government policy in developing nations is frequently marked by coercion. Therefore, individuals are more likely to comply with OCBE when they perceive external pressure to do so. Public servants' low levels of organisational citizenship behavior for environment in the study can be attributed to the absence of coercive authority and the influence of formalism (Androniceanu and Georgescu, 2023).

The strong indication of environmental commitment reflected in the high scores of respondents may be associated with their willingness to engage in eco-initiatives, potentially aligning with the requirements outlined in international agreements to receive assistance from donor nations. Indonesia has recently made several revisions to its environmental protection commitments. As an illustration, the Nationally Determined Contribution (NDC) of Indonesia, which was revised and submitted in September 2022, entails a commitment by the nation to achieve a 29% reduction in its greenhouse gas emissions by the year 2030 (Antara News, 2022). The observed rise in emissions is substantial compared to the nation's preceding NDC, which

entailed a commitment to decrease emissions by 26% before 2030. Furthermore, a significant agreement was established between the Ministry of Environment and Forestry of Indonesia and the Forest Carbon Partnership Facility of the World Bank. This agreement has the potential to provide Indonesia with a substantial amount of funding, reaching up to US\$110 million, to support the country's initiatives to reduce carbon emissions resulting from deforestation and forest degradation. The allocated funding is intended to be utilised within the timeframe of 2025. Indonesia will be eligible to receive results-based payments for reducing 22 million tons of carbon emissions, as stipulated in the Emission Reductions Payment Agreement (World Bank, 2020).

To develop a comprehensive understanding of PSM, OCBE, and environmental commitment in molding eco-initiatives within the Indonesian context, it is essential to take into account the impact of formalism and international donor pressure, which have shaped how these concepts are understood and implemented in Indonesia. In the context of PSM, formalism has led to an emphasis on regulatory compliance rather than PSM's underlying principles. This has led to a situation in which PSM is frequently viewed as a bureaucratic burden, rather than as a means to enhance the delivery of public services. Donors have frequently used their financial clout to promote the adoption of specific PSM, OCBE, and environmental policies. This has resulted in a situation in which PSM, OCBE, and environmental commitment are frequently viewed as a means of pleasing donors rather than a means of enhancing the lives of Indonesian citizens.

In addition to formalism and donor pressure, the role of culture in shaping PSM, OCBE, and environmental commitment in Indonesia must also be considered. The Indonesian culture places a heavy emphasis on collectivism and social cohesion. This indicates that Indonesians are frequently more likely to act in the group's best interests than in their own. This can make it challenging to promote PSM, OCBE, and environmental commitment, which frequently require individuals to take risks or make sacrifices.

Despite obstacles, it is essential to continue promoting public servants' eco-initiatives in Indonesia through PSM, OCBE, and environmental commitment. Focusing on the underlying principles of PSM, OCBE, and environmental commitment rather than on regulatory compliance is one way to accomplish this. This involves emphasising the significance of these ideas for enhancing the delivery of public services, accountability, and environmental protection. It also entails finding methods to promote these ideas that are consistent with the culture of Indonesia. For instance, one strategy for promoting PSM in Indonesia is to emphasise "*gotong royong*," the Javanese term for mutual cooperation. *Gotong royong* is an important cultural value in Indonesia, and it can be used to promote PSM by emphasising the significance of working together to solve problems and better the community. Another strategy for promoting OCBE in Indonesia is to emphasise the concept of "*kearifan lokal*," which refers to the local knowledge and wisdom handed down through the generations. *Kearifan lokal* can be used to promote OCBE by emphasising the significance of environmental stewardship and traditional resource management techniques. By focusing on the underlying

principles of PSM, OCBE, and environmental commitment and by finding means to promote these concepts that are compatible with Indonesian culture, it is possible to solve the problem of formalism and donor pressure and promote these crucial concepts in Indonesia.

#### **4. Conclusions**

How do I respond to the query in my title? The findings of this study suggest that the likelihood of employee-initiated environmentally friendly innovations is influenced by three distinct factors: PSM (public service motivation), environmental commitment, and OCBE (organizational citizenship behavior for environment). The conclusion reached is ambivalent: indeed, there exists an opportunity for pro-environmental public servants to engage in participation. Public organizations have the potential to successfully incorporate sustainability policies into public administration by conscientiously taking into account the aforementioned factors. However the impact must be adhering to the formalism that characterizes Asian public administration as well as pressure from donor countries related aids to environmental issues. The scope of this investigation is restricted to government agencies in Jakarta, the state capital. This raises questions about the study's applicability to other large cities and local governments in Indonesia. Future research could expand the scope of the study to include other large cities and local governments in Indonesia. It could also compare the findings of the study to other developing countries. Additionally, future research could explore the influence of other factors on the likelihood of employee-initiated environmentally friendly innovations, such as the organizational culture, the leadership style, and the reward system.

#### **Conflict of Interest Statement**

The authors declare no conflict of interest.

#### **Acknowledgment**

I extend my gratitude to the rector of Lambung Mangkurat University, Banjarmasin.

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