DRIVERS OF GREEN BEHAVIOR IN SMALL BUSINESSES: AN EMPIRICAL STUDY ON ENVIRONMENTAL VALUES AND ORGANIZATIONAL SUPPORT

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Abstrak – Penelitian ini bertujuan untuk mengkaji pengaruh Nilai Lingkungan dan Dukungan Organisasi Terhadap Lingkungan (POSE) terhadap Perilaku Hijau Karyawan (EGB) di 11 usaha mikro dan kecil (UMK) di Sidoarjo, Indonesia. EGB memainkan peran krusial dalam mendukung operasional bisnis yang berkelanjutan, sementara nilai lingkungan dan dukungan organisasi berfungsi sebagai pendorong psikologis dan struktural perilaku hijau. Menggunakan pendekatan kuantitatif, data dikumpulkan dari 97 karyawan melalui kuesioner skala Likert delapan poin. Regresi linier berganda digunakan untuk menganalisis efek masing-masing variabel. Temuan menunjukkan bahwa Nilai Lingkungan secara positif mempengaruhi EGB, menunjukkan bahwa keyakinan pribadi mengenai pelestarian lingkungan secara kuat mendorong perilaku ramah lingkungan di tempat kerja. POSE juga menunjukkan efek positif yang signifikan terhadap EGB, menunjukkan bahwa karyawan yang merasa mendapat dukungan organisasi yang kuat untuk praktik lingkungan lebih terlibat dalam inisiatif hijau. Bersama-sama, kedua prediktor tersebut secara signifikan berkontribusi pada pengembangan EGB. Hasil ini memberikan implikasi praktis bagi UMKM untuk memperkuat budaya lingkungan dan meningkatkan sistem dukungan organisasi guna mendorong partisipasi karyawan dalam praktik berkelanjutan.

Kata kunci: Nilai-nilai Lingkungan, Dukungan Organisasi yang Dirasakan terhadap Lingkungan, Perilaku Hijau Karyawan, usaha mikro dan kecil, keberlanjutan.

Abstract – This study aims to examine the influence of Environmental Values and Perceived Organizational Support for the Environment (POSE) on Employee Green Behavior (EGB) in 11 micro and small enterprises (MSEs) in Sidoarjo, Indonesia. EGB plays a crucial role in supporting sustainable business operations, while environmental values and organizational support serve as psychological and structural drivers of green behavior. Using a quantitative approach, data were collected from 97 employees through an eight-point Likert-scale questionnaire. Multiple linear regression was employed to analyze the effects of each variable. The findings reveal that Environmental Values positively influence EGB, indicating that personal beliefs regarding environmental preservation strongly encourage eco-friendly behaviors in the workplace. POSE also shows a significant positive effect on EGB, suggesting that employees who

perceive strong organizational support for environmental practices are more engaged in green initiatives. Together, both predictors significantly contribute to the development of EGB. These results provide practical implications for MSEs to strengthen environmental culture and enhance organizational support systems to foster employee participation in sustainable practices.

Keywords: *Environmental Values, Perceived Organizational Support for the Environment, Employee Green Behavior, micro and small enterprises, sustainability.*

INTRODUCTION

Environmental sustainability issues are increasingly becoming a global concern due to growing ecological pressures, such as ecosystem degradation, pollution, and increasing industrial waste. These challenges are faced not only by large companies, but also by the SME sector, which is the backbone of the Indonesian economy. SMEs play a significant role in production and distribution activities, so environmentally friendly behavior at the employee level is an important component in supporting sustainable business practices. Employee environmentally friendly behavior is an important component in sustainable business practices that are in line with environmentally conscious human resource management to support organizational effectiveness (Mardikaningsih, 2024). Environmental awareness in the workplace is no longer a moral choice, but a strategic necessity for MSMEs to survive in modern business competition (Hariani et al., 2021; Nuraini et al., 2022).

In various studies on sustainable work behavior, personal values related to the environment or Environmental Values were found to be one of the strongest predictors of individual ecological actions. Employees with high environmental values tend to exhibit behaviors such as energy conservation, waste reduction, and voluntary environmentally friendly innovations. However, in the SME context, environmental values often do not develop optimally due to a lack of education, an organizational culture that is not yet green-oriented, and operational pressures that make employees focus more on short-term targets than long-term sustainability (Mardikaningsih & Wardoyo, 2024).

In addition to personal values, organizational support plays an important role in shaping employees' green behavior. Perceived Organizational Support for the Environment (POSE) describes the extent to which employees feel that the organization supports environmental practices through policies, facilities, training, and recognition. The literature states that when employees feel strong organizational support, they are more motivated to engage in green behavior even if it is not formally required. To realize such support systematically, it is essential to focus on the key factors that enhance overall organizational effectiveness, including structured policies and resource allocation (Darmawan, 2024). In MSMEs, this kind of support is often unstructured,

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so employees do not have a clear direction in participating in sustainability efforts.

Employee Green Behavior (EGB) itself is an important outcome for organizational sustainability. EGB includes formal and extra-role behaviors that are environmentally oriented, such as minimizing waste, saving energy, or proposing green initiatives. In MSMEs, green behavior is often informal and undocumented, making it difficult to develop systematically. In fact, EGB has a strategic impact on operational cost efficiency, business image, and compliance with sustainability standards, which are now beginning to be taken into account by consumers.

Within the scope of MSMEs in Sidoarjo, the implementation of green behavior faces its own challenges. Most MSMEs operate with limited resources, so the main focus is more on production continuity than environmental innovation. However, changes in employee behavior at the operational level can have a significant impact, given the contribution of MSMEs to national production. Sidoarjo, as a labor-intensive industrial area, demonstrates the urgent need to instill a green culture in MSME actors so that economic activities remain sustainable.

Another problem that arises is the lack of integration of environmental values into daily work practices. Employees often do not understand the importance of small actions such as sorting waste or reducing electricity consumption. This lack of awareness weakens collective efforts to achieve sustainability. As emphasized in psychological perspectives, environmental values are an important foundation for driving real action (Bouman et al., 2021; Darmawan et al., 2021). Environmental values are a psychological foundation that can drive concrete action, so it is necessary to examine the extent to which these values are instilled in MSME workers.

The lack of organizational support in environmental aspects is also a significant obstacle. Many MSMEs do not yet have green policies, supporting facilities, or adequate environmental training. This lack of clarity means that employees do not know what standards of behavior are expected of them, making it difficult to achieve EGB. This underlines the importance of instilling organizational values, in this case environmentally friendly values, into HR systems and practices, as well as the principle of implementing values in recruitment and training systems (Ullah, 2017; Darmawan, 2021). Through this study, POSE is evaluated to see its role in strengthening EGB in MSMEs with simple organizational structures.

On the other hand, market demands for environmentally friendly products and services are increasing. Consumers are beginning to consider sustainability aspects in their purchasing decisions. This encourages MSMEs to improve the quality of their environmental practices, including the green behavior of employees as a representation of organizational commitment. If MSMEs fail to adapt, they risk falling behind and losing their competitiveness.

This urgency highlights the

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need for empirical understanding of how Environmental Values and POSE influence Employee Green Behavior in the MSME sector. Although there have been many studies on green behavior in the corporate sector, specific studies on Indonesian MSMEs are still limited, especially those involving the analysis of employee behavior as the main actor in the implementation of operational sustainability.

Thus, this research is important to provide a scientific description of the psychological and structural dynamics that drive green behavior in MSMEs. The results of this study are expected to not only enrich academic literature but also provide practical recommendations for MSMEs to design sustainability strategies that are in line with the characteristics of small businesses in Indonesia.

This study aims to analyses the influence of environmental values on employee green behavior. It also tests the influence of perceived organizational support for the environment on employee green behavior. Ultimately, it assesses the simultaneous influence of environmental values and POSE on employee green behavior in MSMEs in Sidoarjo.

METHOD

This study uses a quantitative approach that aims to analyses the influence of Environmental Values and Perceived Organizational Support for the Environment (POSE) on Employee Green Behavior (EGB) in eleven MSMEs in Sidoarjo Regency. There are 97 employees in these business units, all of whom are potential research respondents. The questionnaire was distributed digitally to all employees to ensure broad participation coverage, followed by a response validity check before the data was further processed. Given that the research population was relatively small and easily accessible, the most appropriate sampling technique was census sampling, whereby the entire population became respondents. Darmawan (2015) states that the census approach is ideal when the population size is less than 100 or when the researcher desires maximum generalization from a small population that is homogeneous in terms of job characteristics. Thus, this study seeks to obtain a comprehensive picture of employees' green behavior without a limited sample. The variables involved are described below:

Environmental Values (X1) represent an individual's personal beliefs about the importance of protecting the environment, conserving natural resources, and minimizing the ecological impact of human activities. These values stem from moral orientation, self-identity, and individual preferences for environmentally friendly behavior. Stern (2000) explains that Environmental Values serve as psychological motivators that shape ecological attitudes and actions, including efficient energy use, involvement in green practices, and other pro-environmental actions that occur consistently. Individuals with high environmental values usually internalize ecological behavior as part of their identity, so that environmentally friendly actions are no longer considered an obligation,

but a moral necessity (Van der Werff et al., 2013).

This view is reinforced by Schultz et al. (2005), who state that environmental values are closely related to the level of personal responsibility for the condition of the earth. When someone feels that they have a direct contribution to environmental sustainability, their daily behavior, including in the work environment, tends to be more oriented towards waste reduction, energy conservation, and efficient use of resources. Environmental Values thus become the psychological foundation that influences Employee Green Behavior, because ecological actions arise from internal value drives, not merely compliance with organizational rules.

Environmental Values are explained through four main indicators as adapted from Stern (2000) and Schultz et al. (2005). Biospheric Value Orientation describes a person's level of concern for the welfare of ecosystems and all living things, so that individuals with this orientation treat environmental issues as important matters that must be preserved. Altruistic Environmental Concern relates to concern for the environmental impact on others and future generations, so that ecological actions emerge as a form of social concern. Personal Responsibility for the Environment emphasizes the belief that one has a direct role in maintaining the sustainability of the earth. Meanwhile, Environmental Protection Importance refers to the view that environmental protection must be a top priority, both in personal behavior and in the completion of work tasks.

Perceived Organizational Support for the Environment (POSE) (X2) describes the extent to which employees perceive that the organization provides tangible support for sustainability efforts through policies, facilities, training, and rewards oriented towards green behavior. POSE arises when individuals feel that the organization not only demands the implementation of environmentally friendly practices but also provides structural support that makes it easier for them to behave ecologically. Ramus and Killmer (2007) emphasize that perceptions of organizational support for environmental issues play an important role in building employees' intrinsic motivation to participate in green activities. When employees feel that the organization values their green contributions, a feeling of appreciation arises that strengthens their psychological commitment to sustainability goals.

Lamm et al. (2015) added that POSE functions as a psychological mechanism that provides a sense of security, role clarity, and structural support for employees to implement green initiatives. With organizational support, employees are more motivated to take green actions even if they are not formally required to do so, because they feel that such behavior is in line with institutional values. This support can take the form of formal policies, provision of resources, or symbolic signals that indicate that the organization prioritizes sustainability.

POSE is measured through several important indicators as adapted from Ramus and Killmer (2007); Lamm (2015); and Kim et al.

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(2019). Environmental Policy Support reflects the perception that the organization has clear and consistent policies on sustainability, so that employees understand the direction of environmental policy. Green Resource Availability indicates the availability of facilities, work tools, or technology that support environmentally friendly activities, namely concrete means that enable green behavior to be carried out easily. Green Training & Communication describes the extent to which the organization provides training, socialization, and information related to green practices so that employees have adequate competence and knowledge. Managerial Encouragement for Green Actions emphasizes the role of managerial support through guidance, motivation, and role modelling that encourages employees to adopt green behavior. Finally, Recognition for Green Contributions reflects the extent to which organizations value employee contributions to green initiatives, whether through praise, awards, or other forms of recognition, which further strengthens the drive to act in an environmentally friendly manner.

Employee Green Behavior (EGB) (Y) describes all employee actions that are voluntarily or structurally oriented towards efforts to protect and preserve the environment in the workplace. This concept highlights individual contributions to supporting organizational sustainability through daily behavior, both those included in formal duties and extra-role actions. Ramus and Steger (2000) define Employee Green Behavior as a series of environmentally friendly activities, such as energy conservation, waste reduction, green innovation, and various forms of personal initiatives that help reduce the ecological impact of organizational operations. These behaviors often arise from individual awareness of the importance of environmental preservation and the belief that small actions can bring about big changes if done consistently.

Ones and Dilchert (2012) explain that EGB is a combination of green task performance and green contextual behavior. This means that some behaviors arise because they are part of the work procedures established by the organization, while others are voluntary and driven by intrinsic motivation. Employees who behave in an environmentally friendly manner typically exhibit habits such as turning off unused electrical equipment, bringing reusable water bottles, minimizing paper use, and providing suggestions regarding sustainability programmers. EGB is influenced by many factors, including personal values regarding the environment, perceptions of organizational support for sustainability, and individual beliefs that their actions have a meaningful impact.

EGB is generally explained through several indicators adapted from Ramus and Steger (2000) and Ones and Dilchert (2012). One dimension is Eco-Initiatives, which are active measures taken by employees to propose and implement green ideas that can improve environmental efficiency. Eco-Civic Engagement describes employee participation in environmental programmers or campaigns organized

by the organization, so that their contributions are not only personal but also collective. Resource Conservation reflects efforts to conserve energy, water, and material use, which are an important part of sustainable resource management. Waste Reduction Behavior demonstrates employees' commitment to reducing waste, separating waste, and managing the use of goods more responsibly. Finally, Compliance with Environmental Practices emphasizes employee compliance with all work procedures, environmental policies, and sustainability standards implemented by the organization.

The research instrument was developed based on indicators for each variable that had been validated in international research. The questionnaire uses an eight-point Likert scale, ranging from strongly agree to strongly disagree, which allows for greater sensitivity in capturing variations in respondents' attitudes and perceptions. The use of an eight-point scale avoids central tendency bias because it does not provide a neutral option, thus encouraging respondents to give more decisive assessments as suggested by Dawes (2008). The Environmental Values instrument was developed based on indicators from Stern (2000) and Schultz et al. (2005). The POSE instrument was designed based on Ramus and Killmer (2007) and Kim et al. (2019). Meanwhile, the Employee Green Behavior instrument refers to Ramus and Steger (2000) and Ones and Dilchert (2012).

Before regression analysis was performed, the instruments were tested for validity using Corrected Item-Total Correlation, and each item was declared valid if the correlation value exceeded 0.30 as recommended by Hair et al. (2018). Reliability was tested using Cronbach's Alpha, with the criterion of reliability being an α greater than 0.70. All validity and reliability tests were conducted using SPSS software, which has been widely used in social and behavioral research due to the ease and accuracy of its statistical analysis.

The data were then analyzed using multiple linear regression to test the simultaneous and partial effects of Environmental Values and POSE on Employee Green Behavior. Multiple linear regression was chosen based on the research objective, which was to determine the relative and combined contributions of the two independent variables to the dependent variable. Before running the regression model, classical assumptions were examined, including normality, multicollinearity, and heteroscedasticity tests. The normality test ensured that the residuals were approximately normally distributed, while the multicollinearity test aimed to ensure that the two independent variables did not have a high correlation that could interfere with the stability of the regression coefficients. The heteroscedasticity test was used to detect the consistency of residual variance at various prediction levels, so that the regression model satisfied the Best Linear Unbiased Estimator principle (Gujarati, 2009).

The results of the statistical analysis are then interpreted theoretically by referring to the Environmental Values Theory (Stern, 2000), Perceived Organizational Support for the Environment (Ramus & Killmer, 2007), and the concept of

Employee Green Behavior (Ones & Dilchert, 2012) frameworks. The interpretation emphasized the psychological relationship between personal values, organizational support, and employees' ecological actions within the scope of MSMEs, which have a simple organizational structure and flexible work systems. This research method was designed to produce a strong empirical understanding of the factors that drive green behavior among employees in the MSME sector, which has been rarely studied in depth compared to the corporate sector.

RESULTS AND DISCUSSION

A total of 97 workers from eleven MSMEs in Sidoarjo participated in this study, and all responses were deemed suitable for analysis. The respondent profile illustrates the diversity of employee characteristics that represent the actual conditions of the MSME sector workforce. Based on gender, the majority of respondents were women, who dominate the MSME workforce structure, especially in the food, home services, and handicraft industries. In terms of age, most respondents were in the productive age range of 26 to 40 years old, a phase in which physical abilities are still optimal and work orientation begins to stabilize. This age group is often the main driver of daily innovation and has great potential to develop pro-environmental work behaviors.

In terms of education level, the respondents showed quite a wide variation, ranging from secondary school to university graduates. The largest proportion were high school/vocational school graduates, reflecting the typical condition of MSME workers in Sidoarjo, who are mostly recruited for their practical operational skills. However, there were also a number of respondents with diploma and bachelor's degrees, especially in MSMEs engaged in modern food processing and services.

Based on length of service, respondents were divided between employees who had been working for less than two years and experienced employees with more than five years of service. The existence of these two groups provides a rich perspective for understanding green behavior, given that new employees are usually quicker to adopt new policies, while experienced employees tend to have a better understanding of the work culture. All positions were non-managerial, including production staff, service staff, field workers, and administrative staff. This is in line with the research objective, which emphasizes the perceptions and behavior of operational employees rather than management.

This diversity of characteristics provides a comprehensive picture of the SME workforce that forms the backdrop to the research. This demographic variation also ensures that the analysis of Environmental Values, POSE, and Employee Green Behavior reflects the reality of workers with different backgrounds working in dynamic small business structures.

Table 1. Respondent Profile (N = 97)

Category	Sub-Category	Amount	Percentage
Gender	Male	38	39.2%
	Female	59	60.8%
Age	18–25 years old	21	21.6%
	26–35 years old	42	43.3%
	36–45 years old	26	26.8%
	>45 years old	8	8.2%
Education	Junior High School/Equivalent	7	7.2%
	Senior High School/Vocational School	56	57.7%
	Diploma	18	18.6%
	Bachelor's Degree	16	16.5%
Length of Service	< 2 years	24	24.7%
	2–5 years	39	40.2%
	> 5 years	34	35.1%
Position	Production/Operational Worker	71	73.2%
	Administration/Services	26	26.8%

Descriptive statistics describe the general trends in the perceptions of 97 respondents towards the three main variables of the study, namely Environmental Values (X1), Perceived Organizational Support for the Environment (X2), and Employee Green Behavior (Y). The average values of each variable show how personal ecological attitudes, organizational support for sustainability, and employee green behavior are formed in the MSME environment in Sidoarjo.

The data analysis shows that Environmental Values have a high average value. This finding indicates that the majority of MSME workers have a strong value orientation towards the importance of protecting the environment. Respondents tend to view green behavior as something relevant, meaningful, and part of their personal responsibility. This shows that ecological awareness does not only come from organizational policies, but also from individual internal motivation.

For the variable of Perceived Organizational Support for the Environment, the average value was in the upper-middle category. This means that workers feel that there is organizational support for sustainability activities, but not always in the form of consistent structural programmers. Some respondents expressed positive perceptions of the provision of supporting facilities, but others still saw a need for improved training and guidance from management. Thus, organizational support is considered sufficient, but there is still considerable room for improvement.

Employee Green Behavior had the highest average among the three variables. These results show that many employees have adopted pro-environmental behavior in both their

operational activities and daily work habits. Efforts to save energy, reduce waste, and engage in green initiatives appear to be part of the work culture even though MSMEs have limited resources. This confirms that green behavior can grow strongly even though the organizational environment is not yet fully formalized in its sustainability policies.

Overall, the three variables show positive and consistent average values. These findings provide initial indications that Environmental Values and POSE have strong potential as predictors of Employee Green Behavior in MSMEs. The variability of scores between respondents also indicates that there is room for managerial intervention to improve sustainability at the individual and organizational levels.
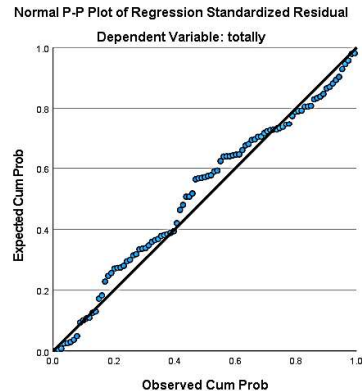
Table 2. Descriptive Statistics of Research Variables (N = 97)

Variable	Number of Items	Mean	Std. Dev	Minimum	Maximum
Environmental Values (X1)	4	31.44	4.82	19	40
Perceived Organizational Support for the Environment (POSE) (X2)	5	38.21	5.51	22	48
Employee Green Behavior (Y)	5	39.67	4.93	25	48

Based on the test results, the Environmental Values variable has a Cronbach's Alpha value of 0.874, indicating excellent internal consistency. The POSE variable shows a Cronbach's Alpha value of 0.892, which also indicates high reliability. Meanwhile, the Employee Green Behavior variable has a Cronbach's Alpha value of 0.901, reflecting very strong and stable reliability. All values are above the threshold of 0.70, so the instrument is considered reliable.

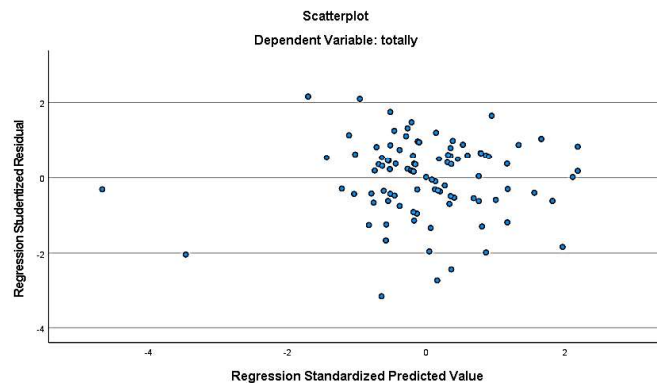Classical assumption tests were conducted to ensure that the multiple linear regression model meets statistical requirements so that the estimation results can be interpreted validly. Normality was tested using a Normal P-P Plot graph that compares the residual distribution to the theoretical diagonal line. The test results show that the residual points are scattered along the diagonal line and do not form a pattern of extreme deviation. This pattern indicates that the residuals are normally distributed and meet the assumption of normality.

Gambar 1. Uji Normalitas

Visually, there are no significant deviations at the beginning or end of the plot. The pattern forming a straight line indicates that the prediction errors are random and follow a normal distribution. Thus, the regression model is suitable for proceeding to the next stage of analysis.

Heteroscedasticity testing was performed using a scatter plot between the residual values and the predicted values. The graph results show that the residual points are scattered randomly, not forming any particular pattern such as a fan, funnel, or wave pattern. The plot depicts an irregular distribution, scattered evenly above and below zero on the Y-axis.

Gambar 2. Uji Heteroskedastisitas

This random distribution pattern indicates no evidence of heteroscedasticity, so that the residual variance is constant at all prediction levels. Thus, the regression model does not violate the assumption of homoscedasticity.

The multicollinearity test results show that the Tolerance value is 0.742. This value is well above the threshold of 0.10. The Variance Inflation Factor (VIF) value is also low, at 1.348. These values indicate that there is no high correlation between the independent

variables. The model is free from multicollinearity, so the regression estimates can be considered stable and accurate.

Autocorrelation was tested using the Durbin–Watson (DW) value. The calculation results show a DW value of 1.912, which is in the range of 1.50 to 2.50. This range indicates that there is no positive or negative autocorrelation. Thus, the residuals between observations are not interrelated, and the regression model meets the assumption of residual independence.

All tests of normality, heteroscedasticity, multicollinearity, and autocorrelation indicate that the regression model is suitable for use.

The residuals are normally distributed, there is no unstable residual variance, there is no high correlation between independent variables, and there is no autocorrelation. These conditions indicate that the regression model used in the study is valid and meets the classical assumptions as a whole.

Multiple linear regression analysis was conducted to determine the effect of Environmental Values (X1) and Perceived Organizational Support for the Environment / POSE (X2) on Employee Green Behavior (EGB) (Y) among 97 MSME workers in Sidoarjo. All analyses were conducted after the model was declared to meet the classical assumptions.

Tabel 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721	.520	.510	4.112

The R value = 0.721 indicates a strong relationship between variables X1 and X2 and Y.

The R Square value = 0.520 means that 52% of the variation in Employee Green Behavior can be explained by Environmental Values and POSE, while the remaining 48% is influenced by other factors.

The adjusted R Square is slightly smaller (0.510), indicating that the model is stable and does not experience overfitting. The relatively low Standard Error of Estimate indicates a minimal level of prediction error.

Tabel 5
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2984.120	2	1492.060	88.214	.000b
Residual	2752.440	94	29.280	—	—
Total	5736.560	96	—	—	—

The ANOVA test results show an F value of 88.214 with a significance of 0.000, which means that the regression model as a whole is significant. This means that Environmental Values and POSE simultaneously influence Employee Green Behavior. This shows that the regression model can be used to draw inferential conclusions.

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Tabel 6
Coefficients

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	7.214	2.011	—	3.588	.001
Environmental Values (X1)	.331	.067	.389	4.925	.000
POSE (X2)	.452	.071	.481	6.087	.000

In the Coefficients table, both independent variables show a significant effect on Employee Green Behavior. Environmental Values has a value of B = 0.331, t = 4.925, and p < 0.001. This means that the higher the environmental values held by employees, the higher their tendency to exhibit green behavior. Meanwhile, POSE has a value of B = 0.452, t = 6.087, and p < 0.001. This shows that the perception of organizational support for environmental efforts has a stronger influence than personal values.

The regression equation obtained is:

$$EGB = 7.214 + 0.331(X1) + 0.452(X2)$$

This equation shows that POSE is the most dominant predictor for increasing Employee Green Behavior. In other words, although individual environmental values play an important role, organizational support has been proven to have a stronger and more consistent influence in encouraging employees to behave in an environmentally friendly manner.

The results show that both Environmental Values (X1) and Perceived Organizational Support for the Environment (POSE) (X2) play a significant role in shaping Employee Green Behavior (EGB) among MSME workers in Sidoarjo. These findings confirm the previous theoretical framework that employee green behavior is the result of an interaction between internal personal values and external organizational support. The regression coefficient values show that POSE has a more dominant influence than Environmental Values, so that the existence of structural and symbolic support from the organization is a key element in encouraging employee participation in environmental practices.

The significant influence of Environmental Values shows that the environmental values embedded in employees are an important psychological basis for the emergence of green behavior. Individuals who have a biospheric orientation, feel responsible for the environment, and view environmental protection as a priority are more likely to exhibit pro-environmental behavior, whether in the form of energy conservation or waste reduction. These findings are in line with Stern's (2000) theory, which states that personal values are a strong predictor of ecological actions because they become a moral drive and part of an individual's identity.

However, this study found that although environmental values remain influential, the perception of organizational support has greater predictive power. This is in line with the findings of Ramus and Killmer (2007), which explain that environmental support from the organization provides psychological legitimacy for employees to demonstrate and maintain green behavior. When environmental policies are clear, support facilities are available, training is conducted regularly, and green contributions are recognized by the organization, employees feel that their green actions are not only considered important but also valued. These conditions strengthen psychological commitment so that environmental behavior is no longer situational but becomes a daily work practice.

Furthermore, the strong influence of POSE indicates that in the SME sector, which generally has limited resource structures, organizational support is an important differentiator that influences whether green behavior can be consistently realized. Employees need structural and cultural signals that green actions are part of the organization's values, not just individual initiatives (Hooi et al., 2022). When these signals are present, green behavior becomes easier to internalize, even for employees with weaker environmental values, in line with the principle of social exchange that underpins the organization-employee relationship (Oluwatosin & Darmawan, 2024). These signals often manifest in the form of sustainability policies that are contextually developed and relevant to the organization's values and local culture (Mardikaningsih & Darmawan, 2023).

Thus, the results of the study emphasize that pro-environmental behavior in the workplace does not only depend on personal orientation but is also shaped by social, cultural, and structural conditions within the organization. The combination of personal values and organizational support creates synergy that strengthens the possibility of sustainable Employee Green Behavior (Halizah & Mardikaningsih, 2022).

The research findings provide a number of strategic implications for SME managers who wish to increase employee participation in green behavior to support sustainability and operational efficiency.

First, organizations need to build a work environment that explicitly supports environmentally friendly actions. POSE has been proven to be the strongest predictor, so management must design clear sustainability policies, provide green facilities such as separate waste bins, energy-saving systems, and efficient work tools that make it easier for employees to behave in an environmentally friendly manner. Managerial support through education, regular guidance, and examples of green behavior also reinforce the perception that the organization values and prioritizes the environment.

Second, SMEs can increase employee engagement in green initiatives through environmental training, internal campaigns, and

ongoing communication. Training does not need to be expensive, but should emphasize practical ways to save energy, reduce waste, or apply green practices in daily tasks. The importance of communication in building environmental awareness and integrity is also reflected in effective sustainability communication strategies (Essa & Mardikaningsih, 2021). Consistent communication helps employees understand the strategic reasons behind green programmers and see their impact first-hand.

Third, management needs to implement a system of rewards or recognition for green contributions, whether in the form of certificates, public praise, or symbolic awards. This kind of recognition increases psychological motivation and reinforces pro-environmental norms in the workplace.

Fourth, organizations need to strengthen the internalization of environmental values through cultural activities such as environment days, green competitions, or discussion forums. These efforts help to shape a deeper ecological awareness in employees so that environmental values become more integrated into their work identity.

Finally, the most strategic implication is that green behavioral change cannot rely solely on individuals, but requires systematic organizational intervention. Employees will demonstrate Employee Green Behavior more consistently if the organization provides adequate support, facilities, and rewards. Thus, organizations need to integrate sustainability into their operational strategies, performance management systems, and work culture so that green behavior can become a permanent part of daily work practices.

CONCLUSION AND RECOMMENDATIONS

This study involving 97 workers from 11 MSMEs in Sidoarjo shows that Environmental Values and Perceived Organizational Support for the Environment (POSE) have a significant influence on Employee Green Behavior (EGB). Employees' environmental values create a psychological basis that encourages them to care more about environmental sustainability and act in accordance with this orientation in the workplace. Individuals with high environmental values tend to show greater concern for waste reduction, energy conservation, and efficient resource management.

On the other hand, POSE had a stronger influence in this study than Environmental Values. The perception that the organization provides policies, facilities, training, and rewards related to green efforts directly increases employee participation in pro-environmental behavior. Symbolic and structural support from the organization provides psychological legitimacy for employees to engage in eco-initiatives and eco-civic engagement. The final results show that employee green behavior is the result of synergy between personal values and organizational support, but in the context of MSMEs, organizational support has proven to be the dominant factor determining the

frequency and consistency of green behavior.

Overall, this study confirms that sustainability strategies at the SME level cannot rely solely on individual motivation, but require systematic managerial and policy interventions. The combination of personal values and organizational structure creates conditions that enable Employee Green Behavior to develop and persist in the long term.

The research findings produce several strategic recommendations for SMEs in Sidoarjo. The main priority is to strengthen organizational support for environmental practices through firm policies, supporting facilities, and work procedures that incorporate sustainability aspects. These actions build the perception that the organization truly places environmental issues as an important part of its operations. Management also needs to provide ongoing training and communication so that employees understand how to implement green behavior consistently. Simple programmers such as waste reduction training, campaigns on the use of reusable items, or energy-saving workshops can increase employee participation.

Giving appreciation and recognition for green behavior is an important factor in maintaining employee motivation. Internal awards, praise, or publication of green contributions can strengthen the psychological drive to continue pro-environmental behavior. In addition, management needs to encourage the internalization of environmental values through organizational cultural activities, such as ecology-themed social activities or green innovation competitions, so that green behavior becomes part of the organization's identity. Strategically, MSMEs are advised to integrate sustainability principles into their business processes so that green practices not only improve Employee Green Behavior but also help with operational cost efficiency.

This study has several limitations. The research was limited to 11 MSMEs in Sidoarjo, so generalization to other regions is still limited. The use of self-report questionnaires has the potential to cause perception bias, and the cross-sectional design does not allow for the assessment of long-term causal relationships. The research variables also only cover Environmental Values and POSE, whereas green behavior can be influenced by other factors such as organizational culture, leadership, or external regulations. The relatively small sample size also limits the stability of the regression model. Future research is recommended to use a larger sample, add other variables, and apply a longitudinal design to understand the dynamics of green behavior in greater depth.

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