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**THE EFFECT OF GREEN ORGANIZATIONAL CULTURE AND GREEN REWARD ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLES**

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**ABSTRACT**

**KEYWORDS**

*Green Organizational Culture, Organizational Commitment, Green Reward, Organizational Citizenship Behavior*

Green Human Resources Management (GHRM), known as "environmental" human resource management, is considered an essential tool for the successful implications of organizational sustainable development strategies. The purpose of this study were to analyze first the effect of green organizational culture and green rewards on organizational commitment. The second is to analyze the effect of organizational commitment and green organizational culture on organizational citizenship behavior. The third is to analyze the effect of green organizational culture and green rewards on organizational citizenship behavior through organizational commitment. This research are a quantitative research that used 105 employees, who were determined by using the purposive sampling method as the sample. Data was obtained through the distribution of questionnaires. The analytical tool used in this study uses IBM SPSS software 21. The results show that green organizational culture and green reward have a positive effect on an organizational commitment. Organizational commitment has a positive effect on organizational citizenship behavior, the higher the organizational commitment, the higher the organizational citizenship behavior. The results of further hypothesis testing showed that green organizational culture and green rewards have a positive effect on organizational citizenship behavior through organizational commitment.

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**INTRODUCTION**

Green Human Resources Management (GHRM), known as "environmental" human resource management, is considered an essential tool for the successful implications of organizational sustainable development strategies (Renwick, Redman, & Maguire, 2013). The pursuit of GHRM can be found on a global scale. Because it not only benefits organizations in terms of environmental performance (Kim, Kim, Choi, & Phetvaroon, 2019) and sustainable performance (Zaid, Jaaron, & Talib Bon, 2018), but it also stimulates employees to engage in green activities and produce green ideas, particularly in the workplace (Emilisa & Lunarindiah, 2020).

One of the impacts of GHRM is organizational commitment (Pham, Tučková, & Phan, 2019). Organizational commitment is a psychologically-based relationship between an employee and the organization that entails a commitment to stay with the company. Employees have an emotional link to the organization, which leads to their willingness to persist and continue to create social interactions within the organization. This loyalty is referred to as commitment. By establishing a psychological relationship between the organization and its employees, the existing GHRM will influence employee attitudes and

behavior. Companies can grow their employees' commitment to utilize GHRM. It can stimulate employee behavior and abilities to increase the corporate's competitive advantage ([Emilisa & Lunarindiah, 2020](#)).

GHRM, in addition to organizational commitment, affects organizational citizenship behavior ([Pham, Tučková, & Chiappetta Jabbour, 2019](#)). Hence, organizational citizenship behavior can be defined as "individual and discretionary social activity that is not explicitly acknowledged by the formal incentive system but contributes to the organization's more successful environmental management" ([Boiral, 2009](#)). Discretionary conduct is not described in job descriptions, yet it contributes to the sustainability of businesses and society by combining the efforts of individual employees ([Lamm, Tosti-Kharas, & Williams, 2013](#)).

The role of OCB is also critical in the service industry, such as hotels to improve employee performance can also improve customer happiness. At the hotel royal ambarrukmo, GHRM behavior is being implemented to reduce plastic waste, food waste, waste, and air pollution. Food waste is processed into fertilizer for vegetables planted in the hotel's yard, and the produce from these plants is used as raw material for dishes in one tangible form. The impact of green human resources management, which includes green organizational culture and green rewards, on organizational commitment and organizational citizenship behavior at Hotel Royal Ambarukmo Yogyakarta is redeveloped based on the above description.

The purpose of this study were to analyze first the effect of green organizational culture and green rewards on organizational commitment. The second is to analyze the effect of organizational commitment and green organizational culture on organizational citizenship behavior. The third is to analyze the effect of green organizational culture and green rewards on organizational citizenship behavior through organizational commitment.

Many scholars have researched green human resource management; [Ahmad \(2015\)](#), for example, explored GRHM policies and practices. [Masri & Jaaron \(2017\)](#), evaluated GRHM techniques in the Palestinian manufacturing sector. This study adds value by identifying, prioritizing, and validating GHRM practices that influence EP in manufacturing firms. The approach described here provides significant insights into how manufacturing companies can strategically link their HR activities to support their EP, which is required for competitive advantage. [Kodua et al., \(2022\)](#), on the other hand, investigated the challenges of GHRM implementation in developing countries. Their study looked into the major roadblocks to green human resource management (GHRM) implementation in Ghanaian businesses. Seventeen barriers were discovered and grouped into five major categories. By studying and assessing GHRM implementation challenges in a developing country scenario, their paper adds to the current green human resource management literature. Their research equips policymakers and practitioners with the knowledge they need to develop effective policies to address environmental innovation barriers and encourage GHRM adoption in Ghana and other similar economies.

This research will be beneficial for the development of green human resources management since this study will focus on analyzing GHRM through green organizational culture, green reward, organizational citizenship behavior and organizational commitment at corporation.

## Literature Review

### *Social Exchange Theory*

According to this notion, employees establish high-quality relationships as a result of whom they interact with, how they interact, and what they encounter ([Cropanzano & Mitchell, 2005](#)). Social Exchange Theory (SET) is the most important conceptual framework in organizational behavior. Exchange rules and norms, resource exchange, and emerging relationships are the core concepts of the SET framework. Investing in HRM strategies and systems helps employees feel better about the company. Employees and their organizations form strong psychological bonds as a result of high-performing and compliant HRM practices. The process of social interaction is critical for people and communities to deepen their bonds ([Cropanzano & Mitchell, 2005](#)).

### *Green Human Resources Management*

One of the responsibilities of a human resources professional is to get support from employees to implement environmentally friendly initiatives ([Mishra, 2017](#)). [Ahmad \(2015\)](#) emphasizes the role of human resources in engaging employees and promoting practices such as carpooling, recycling, and energy conservation.

### *Green Organizational Culture*

Environmentally friendly culture, pro-environmental culture, green consciousness, sustainability culture, Triple Bottom Line (TBL), sustainability culture, and broadly corporate social responsibility are terms used to describe green workplace culture ([Tahir, et al., 2015](#)). Green organizational culture refers to a combination of beliefs, symbols, assumptions, and organizational artifacts that reflect an organization's commitment or desire to be environmentally conscious ([Harris & Crane, 2002](#)).

### *Green Compensation Reward System*

Employees are rewarded for their performance through the strategic HRM procedure of compensation and reward. This HRM approach is the most effective way of integrating individual and corporate goals ([Mandago, 2018](#)). Employees' attention in the workplace can be influenced by rewards and incentives, which can inspire them to put up their best efforts to fulfill company goals.

### *Organizational Commitment*

Organizational Commitment by [Robbins & Judge \(2014\)](#) is defined as the condition of employees in siding with one company and taking sides with the company's goals and the employee's desire to remain as members of the company. On the other hand, [Kreitner & Kinicki \(2014\)](#) defined organizational commitment as an employee's recognition of the

company and dedication to its goals. Additionally, organizational commitment is a behavioral dimension that can be used to assess employee tendencies, identify relatively strong company involvement, and determine the employee's desire to remain a member of the company. In addition, be willing to work hard to achieve the company's goals and accept official company norms.

### ***Organizational Citizenship Behavior***

Organizational Citizenship Behavior (OCB) is behavior that does not aim to fulfill one's interests but always prioritizes the interests of others to create welfare for others. Good organizational citizens as employees who perform numerous behaviors that lead to the formation of effective functions inside the company. These actions are not explicitly requested or volunteered, and they are not publicly compensated.

### ***Hypotheses Development***

Green Human Resource Management is generally defined as the HRM aspect of environmental management (EM) ([Renwick](#) et al., 2013). At the same time, GHRM can be seen as new research that aims to understand environmental management through the placement of HRM practices within organizations ([Jabbour](#) et al., 2013). In the context of GHRM, [Ren](#) et al. (2018) argue that GHRM practices can increase environmental commitment at the employee level. The development of an environmentally oriented cultural system can stimulate employees to undertake green projects. Several studies have proven that green organizational culture affects organizational commitment, such as [Ren](#) et al. (2018) ([Pham](#), [Tučková](#), & [Phan](#), 2019). These results are supported by research ([Emilisa](#) & [Lunarindiah](#), 2020) and [Zee](#) et al. (2012). Based on the description above, then:

H1: green organizational culture has a positive effect on organizational commitment

[Reinholt](#) et al. (2011) found an interactive effect of HRM practices on organizational performance, particularly HRM outcomes. A study conducted by [Forman](#) & [Jrgensen](#) (2001) on the importance of employee participation in environmental programs observed that employees' commitment to environmental management programs increased when they were offered compensation for taking on tasks concerning environmental responsibilities. HRM aims to encourage employees through a green reward policy, which is considered as an extrinsic component that influences employee intrinsic motivation favorably ([Bos-Nehles](#) et al., 2013). When a company focuses on green-oriented management, it provides possibilities for employees to participate in environmental activities and establish green systems ([Renwick](#) et al., 2013) (e.g. training, appraisal, rewards, etc.). Several studies have shown that green rewards affect organizational commitment, such as [Ren](#) et al. (2018), ([Pham](#), [Tučková](#), & [Phan](#), 2019), ([Rawashdeh](#), 2018). Based on the description above, then:

H2: green reward has a positive effect on organizational commitment

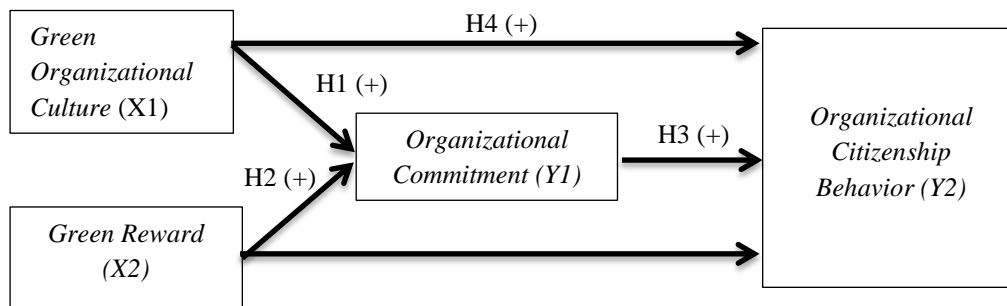
The importance of developing organizational citizenship behavior (OCB) is inextricably linked to employees' commitment to the company. One of the characteristics that influence Organizational Citizenship Behavior (OCB) is organizational commitment ([Gautam et al., 2005](#)). OCB can arise from various circumstances in the organization, including commitment ([Robbins & Judge, 2014](#)). In the context of GHRM basically, irresponsible human activities in the work environment can contribute to environmental damage around the organization ([Ones & Dilchert, 2012](#)). GHRM can be used as an approach to create behavior and responsibility from employees in conserving nature and the environment ([Cherian & Jacob, 2012](#)). The results of the research ([Pham, Tučková, & Chiappetta Jabbour, 2019](#)) and ([Pham, Tučková, & Phan, 2019](#)) there is a relationship between commitment and OCB in the GHRM framework. Meanwhile ([Jehanzeb, 2020](#)) proves organizational commitment affects OCB. Based on the description above, then:  
H3: organizational commitment has a positive effect on organizational citizenship behavior

Green Organizational Culture is a set of values, symbols, assumptions, and organizational artifacts that reflect the obligation or desire to try to be an environmentally friendly organization ([Harris & Crane, 2002](#)). Employee-owned organizational citizenship behavior (OCB) develops in tandem with the process of socializing the organization's values when employees can have the company's values, and then the employee has service values, resulting in the appearance of OCB on the employee. A strong organizational culture can support the sense of belonging creation among employees, which must be matched by organizational commitment for the culture to persist.

H4: green organizational culture affects organizational citizenship behavior through organizational commitment

According to [Ramus \(2002\)](#), rewards and compensation can influence employees' attention maximally in the workplace and motivate them to exert maximum efforts on their part to achieve organizational goals. Likewise, OCB is a deep individual contribution that exceeds the demands of the role in the organization and is rewarded by the company. OCB involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures that apply in the company.

H5: green rewards affect organizational citizenship behavior through organizational commitment



**Figure 1.** Framework of Hypothesis Development  
Sources: [Ren et al. \(2018\)](#), [Jehanzeb, \(2020\)](#), [Ramus \(2002\)](#)

## METHOD RESEARCH

### Population and Research Sample

The populations in this study were all employees who worked at the Hotel Royal Ambarrukmo Yogyakarta, amounting to 160 people. The purposive sampling method was used, which included Royal Ambarrukmo hotel employees in all departments who had worked for at least one year or more because the experience possessed by the employees was sufficient for an evaluation of the employee's green behavior and OCB behavior. The number of samples in this study used 105 respondents to meet the number of samples using the calculation of 5 variables multiplied by 21 statement items on the questionnaire with a scale of 105:  $1287 = 0.082$ . The consideration for taking the sample is that the number of samples used in factor analysis is 5 times the number of indicators used by [Hair Jr et al. \(2010\)](#).

### Research variable

#### *Green Organizational Culture Variable (X1)*

Green Organizational Culture is a set of values, symbols, assumptions, and organizational artifacts that reflect the obligation or desire to try to be an environmentally friendly organization. Hotels prioritize Environmental performance, environmentally sound vision, and mission. Corporate provides employees insights into environmental management ideals. There is a risk if top management does not comply with environmental management, and top management supports environmental practices are all characteristics of a green corporate culture.

#### *Green Reward Variable (X2)*

The green reward is a method that motivates people to engage in environmental management activities that help them reach their environmental goals. Green reward indicators are employees are rewarded for innovative environmental performance, employees are given monetary rewards based on environmental performance, and the hotel's environmental performance is publicly recognized.



### ***Organizational Commitment Variable (Y1)***

Organizational commitment is the condition of employees in siding with one company and in favor of the company goals and the desire of employees to survive as the company members. There are several indicators of organizational commitment assessment with the GHRM approach, namely the level of employee concern for hotel environmental problems. Second, if hotel employees do not support environmental efforts, they feel guilty. The third is the meaning of hotel environmental care for employees. Fourth is an obligation to support hotel environmental efforts. The fifth is the belief that the issue with the hotel atmosphere is due to the personnel. Sixth is to feel that employees are personally bound by concern for the hotel environment. Seventh is appreciating the efforts of the hotel environment.

### ***Organizational Citizenship Behavior (Y2) Variable***

Organizational Citizenship Behavior (OCB) is behavior that does not aim to fulfill one's interests but always prioritizes the interests of others to create welfare for others. There are several indicators of OCB with the GHRM approach, first encouraging other employees to adopt more environmentally conscious behavior. Second is employees volunteering for projects or activities that deal with hotel environmental problems. The third is to improve information about the hotel's environmental efforts. Fourth, employees make new policy recommendations that can help improve hotel environmental performance and protection. Fifth, employees volunteer their time to assist colleagues in taking environmental actions that benefit the hotel's image.

### **Research Instrument Test**

Two tests were performed in this study to test the research instrument: the validity test and the reliability test. The validity test shows the extent to which the score/value/measurement obtained states the observation results to be measured. A validity test is used to measure the validity or validity of the questionnaire used on the indicators that make up the construct of the research variables. If the questions on a questionnaire can reveal something that will be measured by the questionnaire, it is said to be valid. Validity test using Pearson correlation test. If the significance value is  $<0.05$ , the questionnaire is declared valid.

A reliability test is a tool to measure a questionnaire, which is an indicator of a variable or construct. It is used to measure the consistency of the instrument sequentially. Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in measurement. Each measuring device must have the ability to provide relatively consistent measurement results over time, so the questionnaire is stated reliably. Cronbach's Alpha can be used to assess a construct's dependability; if the *Cronbach alpha value* is more than 0.6, the construct is considered dependable (Ghozali & Latan, 2012).

## Data Analysis Method

### *Descriptive Statistical Analysis*

Descriptive statistical analysis techniques are statistics used to analyze data by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations (Sugiyono, 2019). This analysis is a description that explains the identity of the respondent.

### *Path Analysis*

Path analysis is a technique to measure the influence of independent variables and/or moderating variables on the dependent variable in this study. The models in this path analysis are:

$$Y_1 = b_1X_1 + b_2X_2$$
$$Y_2 = b_4X_1 + b_5X_2 + b_3Y_1$$

Where:

- b = path coefficient of the variables X and Y  
 $X_1$  = Green Organizational Culture  
 $X_2$  = Green Reward  
 $Y_1$  = Organizational Commitment  
 $Y_2$  = Organizational Citizenship Behavior  
e = error

### *T-test*

Hypothesis testing uses path analysis coefficient testing using a t-test. The t-test test to test the variable coefficients in path analysis is

1. Determining  $H_0$  and  $H_1$

$H_0$ :  $b_1 = 0$ : there is no influence of the independent variable on the dependent variable.

$H_1$ :  $b_1 \neq 0$ : there is an effect of the independent variable on the dependent variable

2. Determining the Level of significant ( $\alpha$ )

The level of significance ( $\alpha$ ) was determined by the researcher himself based on the difficulty level of data collection. The real level used is usually 5% (0.05).

3. Define test criteria

$H_0$  is accepted if the significance  $> 0.05$

$H_0$  is rejected if the significance of 0.05

4. Statistical test value test

5. Making conclusions



***Coefficient of Determination Test ( $R^2$ )***

The coefficient of determination depicts the percentage of independent factors' influence on the dependent variable's value. The magnitude of the coefficient of determination is from 0 to 1. The effect is smaller the closer the independent variable is to zero; on the other hand, the closer the independent variable is to one, the larger the influence of the independent variable on the dependent variable.

***Hypothesis Testing with Simultaneous Test (F Test)***

The F test is used to determine whether or not a model meets the model's feasibility. The statistical test procedure is as follows:

1. Determining the formulation of the hypothesis  
 $H_0$ : the model does not meet the feasibility of the model  
 $H_1$ : the model meets the feasibility of the model
2. Determining the level of significance ( $\alpha$ ) and the level of significance used is usually 5%.
3. Determining the test statistic value  
 Statistical test using F-test
4. Define test criteria  
 $H_0$  is accepted if Sig. F 0.05 or 5%  
 $H_0$  is rejected if Sig. F < 0.05 or 5%

***Indirect Influence***

The indirect impact is a method for assessing causal links in path analysis where the independent variable influences the dependent variable both directly and indirectly (Sunnyoto, 2012). This study uses a two-way analysis model. The two-way analysis model involves two dependent variables, namely X (*organizational commitment*) and Y (*organizational citizenship behavior*).

The following measures will be taken to prove the mediation hypothesis in this study:

1. The influence of Green Organizational Culture on Organizational Citizenship Behavior through indirect Organizational Commitment and the total influence can be formulated as follows:

$$\text{Indirect effect: } X_1 \text{ to } Y_1 \text{ to } Y_2 = b_1 \times b_3$$

$$\text{Total: } X_1 \text{ to } Y_1 \text{ to } Y_2 = (b_1 \times b_3) + b_4$$

2. The effect of green rewards on Organizational Citizenship Behavior through indirect Organizational Commitment and the total effect can be formulated as follows:

$$\text{Indirect effect } X_2 \text{ to } Y_1 \text{ to } Y_2 = b_2 \times b_3$$

$$Total : X2 \text{ to } Y1 \text{ to } Y2 = (b1 \times b3) + b5$$

## RESULT AND DISCUSSION

### Result

Testing the validity of the research variable instrument from all respondents obtained a significance value of  $<0.05$  so that the test results show that all items of the information technology convenience variable instrument are valid. Reliability testing with Cronbach's Alpha value for each variable is more than 0.600 so it can be concluded that the instruments in this study have good reliability. From the results of testing the validity and reliability, it can be concluded that the questionnaire used is appropriate to be used as a research instrument.

Analysis model 1 using multiple regression test is used to test the effect of the variable Green Organizational Culture (X1) Green Reward (X2) and on organizational commitment (Y1) with IBM SPSS 21 software test tool.

**Table 1.** Regression Analysis Test Results

Regression Coefficient	Regression Coefficient	Beta Coefficient	t count	p-value	Description
(Constant)	0.545		1,953	0.054	
Green Organizational Culture (X1)	0.340	0.362	3.839	0.000	Significant
Green Rewards (X2)	0.459	0.457	4.845	0.000	Significant
R Square	0.583				
Adjusted R Square	0.575				
F count	71.344				
Sig-F	0.000				

Source: processed data by SPSS

Based on the table above, the regression coefficient for green organizational culture is 0.340. At the level of  $\text{sig.t } 0.000 < 0.05$ , it can be concluded that green organizational culture significant positive effect on organizational commitment. This result means the first Hypothesis is accepted. Based on the table above, the green reward regression coefficient is 0.459. At the level of  $\text{sig.t } 0.000 < 0.05$ , it can be concluded that the green reward has a significant positive effect on organizational commitment. This result means both Hypotheses are accepted. The value of Adjusted  $R^2$  has a value of 0.575. This means that 57.5 % of organizational commitment can be explained by independent variables, namely green organizational culture and green reward while the rest ( $100\% - 57,5\% = 42,5\%$ ) is explained by other variables outside this study. Based on the table above, the calculated F value is 71,

344 and the significance value of all independent variables is 0.000 below the value of (0.05), so it can be concluded that the model meets the feasibility.

**Table 2.** Multiple Regression Analysis Test Results

Regression Coefficient	Regression Coefficient	Beta Coefficient	t count	p-value	Description
(Constant)	0.272		1.212	0.228	
Green Organizational Culture (X1)	0.274	0.287	3,662	0.000	Significant
Green Rewards (X2)	0.283	0.278	3,420	0.001	Significant
Organizational Commitment (Y1)	0.402	0.396	5.145	0.000	Significant
R Square	0.751				
Adjusted R Square	0.744				
F count	101.528				
Sig-F	0.000				

Source: processed data by SPSS

Based on the table above, the regression coefficient for organizational commitment is 0.402. At the level of sig.t  $0.000 < 0.05$ , it can be concluded that organizational commitment significant positive effect on organizational citizenship behavior. This result means Hypothesis third accepted. The value of Adjusted  $R^2$  has a value of 0.744. This means that 74.4 % of organizational citizenship behavior can be explained by independent variables, while the rest ( $100\% - 74.4\% = 25.6\%$ ) is explained by other variables outside this study. Based on the table above, the calculated F value is 101, 528 and the significance value of all independent variables is 0.000 below the value of (0.05), so it can be concluded that the model meets the feasibility.

### ***Path Coefficient Analysis***

The indirect effect of Green Organizational Culture (X1) on Organizational Citizenship Behavior (Y2) through Organizational Commitment (Y1) (0.143) is lower than the direct effect of Green Organizational Culture (X1) on Organizational Citizenship Behavior (Y2) (0, 2 87) so that can be concluded Organizational Commitment does not mediate Green Organizational Culture on Organizational Citizenship Behavior. The indirect effect of Green Reward (X2) on Organizational Citizenship Behavior (Y2) through Organizational Commitment (Y1) (0, 1 81) is lower than the direct effect of Green Reward (X2) on Organizational Citizenship Behavior (Y2) (0, 2 78) so that it can be concluded that Organizational Commitment does not mediate Green Reward on Organizational Citizenship Behavior. Because this is the case, Sobel is needed a test. The results of the Sobel test, which is a significant level of 5%, relationship is significant because the p-value is  $0.008 < 0.05$ , so it can be concluded that green organizational culture affects organizational citizenship behavior through organizational commitment that

the fourth hypothesis is accepted. At the 5% significance level, the relationship is significant because the p-value is  $0.000 < 0.05$ , so it can be concluded that green rewards have an effect on organizational citizenship behavior through organizational commitment, so the fifth hypothesis is accepted.

## Discussion

The path analysis test shows that the variable green organizational culture has a significant value of 0.000 below the value of (0.05), indicating that the hypothesis that green organizational culture has a positive effect on organizational commitment can be accepted. Employees' emotional interest in the company has increased as a result of the company's ability to provide consistent rules, clear directions, goals, and objectives, such as the green team implemented by the hotel management Royal Ambarrukmo Yogyakarta. The results of the path analysis test show that there is a significant value for the green reward variable of 0.000 below the value of (0.05), as a result, the premise that green rewards have a favorable impact on organizational commitment can be accepted. This may be seen in the increased motivation of employees to participate since the Royal Ambarrukmo Hotel Yogyakarta offers incentives to employees who contribute new ideas or innovations to the development of environmental performance programs at the hotel.

Path analysis test shows there is a significant value for the organizational commitment variable of 0.000 below the value of (0.05), so the hypothesis which states that organizational commitment positive effect on organizational citizenship behavior is acceptable. This can be identified with employees who have a high commitment, trust, care, and commitment to the Royal Ambarrukmo Hotel so that they can improve organizational citizenship behavior or create an extra role in doing work outside the main job. At the 5% significance level, the relationship is significant because the p-value is  $0.008 < 0.05$ , so it can be concluded that green organizational culture affects organizational citizenship behavior through organizational commitment. Furthermore, the Royal Ambarrukmo Hotel's constancy in applying the regulations and being able to react to the evolution of environmental performance supports the green organizational culture, increasing employees' desire to do work outside of their primary employment. Green rewards that influence organizational citizenship behavior through organizational commitment are also demonstrated by employees becoming more involved in providing ideas, inventions, or serving as role models for other employees. So that hotel environmental performance always develops because Hotel Royal Ambarrukmo Yogyakarta rewards employees for ideas, innovations, or behavior.

## CONCLUSION

Employees' emotional interest in the company has increased as a result of the company's ability to provide consistent rules, clear directions, goals, and objectives, such as the green team implemented by the hotel management Royal Ambarrukmo Yogyakarta. The increased motivation of employees to participate since the Royal Ambarrukmo Hotel Yogyakarta offers incentives to employees who contribute new ideas or innovations to the development of

environmental performance programs at the hotel. Employees who have a high commitment, trust, care, and commitment to the Royal Ambarrukmo Hotel so that they can improve organizational citizenship behavior or create an extra role in doing work outside the main job. Furthermore, the Royal Ambarrukmo Hotel's constancy in applying the regulations and being able to react to the evolution of environmental performance supports the green organizational culture, increasing employees' desire to do work outside of their primary employment. Green rewards that influence organizational citizenship behavior through organizational commitment are also demonstrated by employees becoming more involved in providing ideas, inventions, or serving as role models for other employees. So that hotel environmental performance always develops because Hotel Royal Ambarrukmo Yogyakarta rewards employees for ideas, innovations, or behavior.

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