Effect Mediation of Green Behaviors on Green Employee Involvement in Improving Job Satisfaction in Pusat Sistem Informasi dan Teknologi Keuangan (PUSINTEK)

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Abstract

This study aims to examine the effect of green employee involvement on job satisfaction with green behaviors as am mediating variable. The number of respondents in this study were 265 employees who were in the head office and vertical Pusintek. The data collection was carried out by survey method and using convenience sampling technique. The analytical method used is SEM which is analyzed using the SmartPLS 3.3.2. The results showed that green employes involvement has a direct and significant effect on job satisfaction and green behaviors. And green behaviors have a significant direct effect on job satisfaction. On the other hand, green employee involvement has a significant direct effect on job satisfaction with the mediation of green behaviors.

Keywords: green employee involvement, job satisfaction, green behaviors

1. INTRODUCTION

Global Warming is a condition of the earth that changes due to an increase in the average temperature in the atmosphere, land, an ocean layes. This change is a challenge for the 21st century due to an increase in the concentration of the greenhouse effect which produces 60% of CO2 from the production and utilization of fossil energy (Sugiyono, 2006). Uncontrolled changes in earth conditions due to human activities that are not responsible for the sustainability of the ecosystem cause increased health risks for humans, one of which has become a world phenomenon at the end of 2019, namely the emergence of a very severe new corona virus known as COVID-19 (Alboraie et. al, 2020). On September 11, 2020, the number of Indonesians who died due to COVID-19 was 207.203 people with a death toll of 8.456 people wit a death rete of 4,1% (Alodokter, 2020).

In 1992, Indonesia co-signed the United Nations Framework Convention on Climate Change with 167 other contries in Rio de Janeiro, Brazil and ratified the convention through Law No.6 of 1994 concerning the Ratication of the United Nations Framework Convention-Nation Concerning Climate Change and Law

No.17 of 2004 concerning Ratifaction of the Kyoto Protocol (Sugiyono, 2006). Meanwhile, in supporting the response to COVID-19 the government represented by Minister of Health issued a policy in the form of a Decree and Circulat, including the Decree of the Minister of Health number Kepmenkes HK.01/07/MENKES/328/2020 concerning changes to the "New Normal" lifestyle and a Circular of the Minister of Health number HK.02.01/MENKES/335/2020 concerning the protocol for preventing the transmission of COVID-19 and HK.02.01/MENKES/334/2020 concerning the protocol for preventing the transmission of COVID-19 for officials carrying out security and control tasks in order to accelerate the handling of COVID-19.

Following up on these policies, the Minister of Finance then issued several Decrees and Circular Letters, including the Minister of Finance Decree Number 223/KMK.01/2020 concerning the Implementation of Flexible Working Space in the Ministry of Finance, Circular Number SE-6/MK.1/2019 on behalf of the Minister of Finance regardimg the implementation of an environmentally friendly office (eco-office program) within the Ministry of Finance of the Minister of Finance, and Circular of the Minister of Finance Number SE-22/MK.01/2020 concerning the Work System if the Ministry of Finance during the Transitional Period in a New Normal Order. Currently, one of the efforts made by the Ministry of Finance before and after the "New Normal" era is the application of green employee involvement, With the application of green employee involvement, it isi expected to make a positive contribution to the organization, one of which has a positive impact on increasing job satisfaction and employee awareness of "green" behaviors.

In carrying out their duties, leaders expect employees at the Center at Pusat Sistem Informasi dan Teknologi Keuangan (PUSINTEK) to be able to implement green employee involvement so that it has an influence on employee behavior to increase employee job satisfaction. Based on the references above, the formulation of the questions in this study are:

1. Is there a significant effect of the implementation of green employee involvement on job satisfaction of employees at unit Pusat Sistem Informasi dan Teknologi Keuangan?
2. Is there a significant effect of the implementation of green employee involvement on the green behaviors of employees at Pusat Sistem Informasi dan Teknologi Keuangan?
3. Is there a significant effect of green behaviors on job satisfaction at Pusat Sistem Informasi dan Teknologi Keuangan?
4. Is there effect of green behaviors in meadiating the effect of green employee involvement on job satisfaction at Pusat Sistem Informasi dan Teknologi Keuangan?

2. LITERATURE REVIEW

2.1. Green Employee Involvement

Human Resource Management is part of the overall management of an organization to create economic and social value with the aim of building an effective and efficient organization with the help of employees n the organization (Dr. Wirawan, 2015). Employee utilization effectively and efficiently is built through recruitment policies, performance appraisals, training, and development, and rewards for employees (Arulrajah and Opatha, 2016). Human Resources Management Systems is an open system, namely a system whose external

environment affects the internal environment and vice versa. In order to minimize environmental damage, the organization has made changes in Human Resource Management towards "greening". Or commonly knows as Green Human Resources Management, where one of the dimensions is green employee involvement. Green employee involvement is a dimension that can help organizations actively increase motivation, job satisfaction, and employee morale in achieving productivity, as well as assist in preventing and resolving organizational problems. The use of the word "green" refers more to the health impacts of what we do to living things without exception (Richmond, 2007), not just to save the environment. Therefore, green employee involvement is a condition in which employees in an organization have the awareness to share information and knowledge in increasing awareness of the environment and internal and external health of the organization. Positive employee relationship are an intangible and lasting asset and a source of competitive advantage for the organization (Ahmad, 2015). With the strategy developed by the organization, its implementation is influenced by various forms of employee involvement. The form of employee involvement consists of formal (informal dan formal) involvement, legal mandate (voluntary and statutory), and continuity (direct and indirect) (Tahue, 2011), while for decision making, the strength of employee involvement is reflected in 3 (three) levels, namely low level of involvement, moderate level of involvement, and high level of involvement. This level is one of the things that determines the success of employee innovation, by utilizing the knowledge and ideas of employees who are not involved in development activities (Rangus, 2016).

2.2. Green Behaviors

Behavior can be interpreted as a response of reaction to stimuli or the environment (KBBI), where personal attitudes and characteristics, such as personal norms and intrinsic motivation influence employees to be able to behave, while considering the possibility that behavior changes over time depending on the circumstances experienced (Bissing-olson et al, 2012). Green behavioral practices are opportunities for employees to participate in "greening" the organization. With employee involvement in planning and formulating environmental strategies, it will increase employee's knowledge and abilities in solving environmental probles so that employees will indirectly contribute to their environment (Rothenberg, 2003; Boiral and Paille, 2012 based on Chaundhary, 2019). Researchers refer to the the spillober theory (Muster and Schraderm, 2011) and the ability-motivation-opportunity (AMO) theory and environmental green behavior (EGB) (Renwich et. al, 2013).

2.3. Job Satisfaction

Job satisfaction is an emotional state in the form of indivual attitudes and feelings resulting from job appraisal as job achievement, positive and pleasant attitudes towards work indicate job satisfaction, while negative and unpleasant attitudes toward work indicate job dissatisfaction (Thiagaraf, 2017; Funmilola et al, 2013; Armstrong, 2006). Employee job satisfaction factors are basically influenced by two groups, namely: intrinsic factors and extrinsic factors (Rivai, 2006, p.478). In achieving job satisfaction, supervision by leadership, salaries and benefits, opportunities for promotion, working conditions, experience with skills, fair and harmless job appraisal, good social relations in work, prompt resolution of complaints. Complaints and good treatment from the leadership of employees

have a significant effect on the achievement of employee satisfaction and performance (Funmilola et al, 2013). Research refers to the need fulfillment theory, Herzberg's factor theory, David McClellands's needs theory, Equity Theory (Feist & Feist, 2008; Thiagaraj & Thangaswamy, 2017). It is also supported by motivation-hygiene theory (Oldham & Fried, 2016), the concept of self-determination and the concept of self-efficacy (Ryan & Deci, 2000a) in adopting appropriate job designs in organizations in order to assist employees in being responsible for work so that it is important for stakeholder.

2.4. Research Model and Conceptual Hypothesis

This research model is based on 3 previous studies conducted by Pinzane et. al (2019), Chaundhary (2019), and Adiguzel et.al (2020). Researchers chose job satisfaction as a factor influenced based on research by Pinzone et. al. (2019) and Adiguzel et. al. (2020), green employee involvement as an exogenous variable from the research of Pinzone et. al. (2019) and Chaundhary (2019), as well as green behavior as a mediator based on research by Chaundhary (2019) and Pinzone et.al. (2019). Based on the variables compiled, the framework is as follows:
Explanation:
1. The exogenous variable is green employee involvement
2. The mediation variable is green behavior
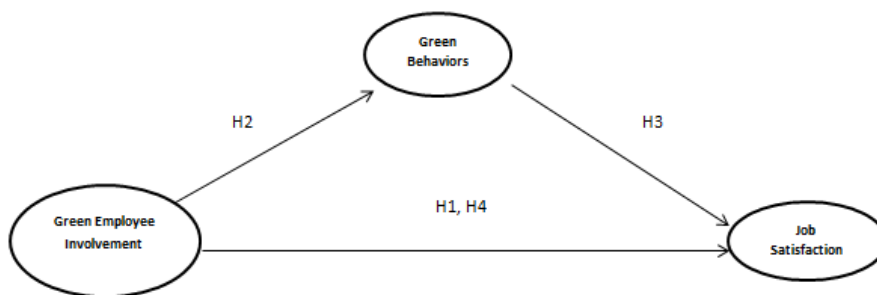3. The endogenous variable is job satisfaction

Figure 1. Research Model

Based on the formulation and framework of thought, the research hypothesis is as follows:
H1:   Green Employee Involvement affects Job Satisfaction
H2:   Green Employee Involvement affects Green Behaviors
H3:   Green Behaviors affects Job Satisfaction
H4:   Green Behaviors mediate the relationship between Green Employee Involvement and Job Satisfaction.

3. METHODOLOGY

3.1. Study site and subjects

The research was carried out at Pusat Sistem Informasi dan Teknologi Keuangan (PUSINTEK), Ministry of Finance Republic Indonesia which is located at the head office and regional offices, Indonesia. The questionnaires distributed are closed and distributed to all employees in October 2020.

3.2. Types of Data and Data Collection Methods

In conducting the research, it consisted of 3 (three) variable, namely green employee involvement (initiative and activeness dimension), green behavior (task-related dimensions of green behaviors and voluntary green behaviors (Chaundhary et, al. (2019)), and job satisfaction (dimension benefits, coworkers, organizational behavior, work, promotions, bosses, communication, and salary (Agustina, 2019)).

The sampling technique used in the study was non-probability sampling using the convenience sampling method, with the aim of making it easier for researchers to find appropriate participant subjects. Collecting data using a questionnaire via google form by means of dissemination via social media (whatsapp). In the questionnaire, the correspondent fills in 6 (six) demographic information, including work unit, age, gender, position, years of service, and the correspondent's last education, then followed by a questionnaire containing a written statement. In preparing the questionnaire, researchers used a Likert scale. The Likert scale is a scale used to measure the attitudes, opinions and perceptions of a person or group of people regarding a symptom or phenomenon. In the Likert scale, there are two forms of statements, namely a positive statement which functions to measure a positive attitude and a negative statement which functions to measure the negative attitude of the object. The answers to the statements presented on the questionnaire are stated in 5 answer choices consisting of : strongly agree (5), agree (4), sufficiently (3), disagree (2), and disagree(1).

3.3. Data Analysis Methods

In conducting research with the SEM (Structural Equation Modeling) model, the larger the number of samples, the better it will be to produce a fit model, and the recommended sample size is around 100-200 people (Hair et, al., 2015). The software application used to manage SEM analysis is SmartPLS 3.3.2.

4. RESULT AND DISCUSSION

4.1. Profile of Respondents

There are 256 samples from a total population of 465 in Pusat Sistem Informasi dan Teknologi Keuangan (PUSINTEK). Where the population is spread across several regions in Indonesia, including Jakarta, Medan, Semarang, Surabaya, Denpasar, Balikpapan, and Makassar. Of the sample, 126 employees are male (49,1%) and 130 employees are female (50,9%). All respondents in this study were respondents aged 21 to 58 years who had positions at the managerial, functional, or structural levels, with working periods ranging from less than 4 years to more 10 year.

Table 1. Profile of respondents

Profile	No. of respondents	%	Profile	No. of respondents	%
Range Ages			*Years of Service*		
< 25 years	20	7.8%	< 4 years	62	24.1%
25 to 30 years	108	42.4%	4 to 10 years	139	54.5%
31 to 35 years	75	29%	> 10 years	55	21.4%
36 to 40 years	37	14.4%	*Education*		
41 to 45years	1	0.3%	Magister	38	14.8%
46 to 50 years	8	3.1%	Bachelor	118	46.3%
> 50 years	7	3%	Diploma IV	9	3.5%
Gender			Diploma III	77	30%
Men	126	49.1%	Diploma I	4	1.6%
Women	130	50.9%	Senior High School	8	3.1%
Position			Junior High School	2	0.7%
Structural Officer	18	7%			
Fungtional Officer	55	21.4%			
Staff	183	71.6%			

4.2. Structural Analysis

The study conducted a small sample validity test (n=30) and a large sample (n=256) using the construct validity test for small smaples and convergent validity and sidcriminant validity tests for large samples. If r-count is greater than r-table at a certain level of confidence, it means that the instrument meets the validity criteria. The level of confidence used in the item validity test in this study was 95% with the number of respondents (n). Items are declared valid if they have a value of r- count > r-table where in this study the distribution of the value of r-table with a significance of 5% is 0,361. After the test was carried out, it was stated that all data were valid because they met theses requirements. In addition, a small sample reliability test and a large sample were carried out, where the reliability of the data can be seen from the resulting alpha coefficient, where if the alpha coefficient is close to number 1 then the questions in the questionnaire are considered to have high reliability. Reliability test conducted with Crobach's Alpha (CA), states that if a variable gets an alpha value > 0.7 then tge variable is said to be reliable (Supranto and Limakrisna, 2012).

Table 2. Reliability Test Results (n=30)

Variable	Score *Cronbach's Alpha*	Conclusion
Green Employee Involvement	0.879	Reliable
Green Behaviors	0.731	Reliable
Job Satisfaction	0.957	Reliable

Table 3. Cronbach Alpha Test Result and Large Sample Composite Reliability

Variabel	Cronbach's Alpha	Composite Reliability	Rule of Thumbs
Green Employee Involvement	0.896	0.915	>0.7
Green Behaviors	0.858	0.899	>0.7
Job Satisfaction	0.957	0,961	>0.7

For regression analysis, the study used the measurement method using the PLS measuring instrument, with the measurement model / outer model and structural model (inner model).
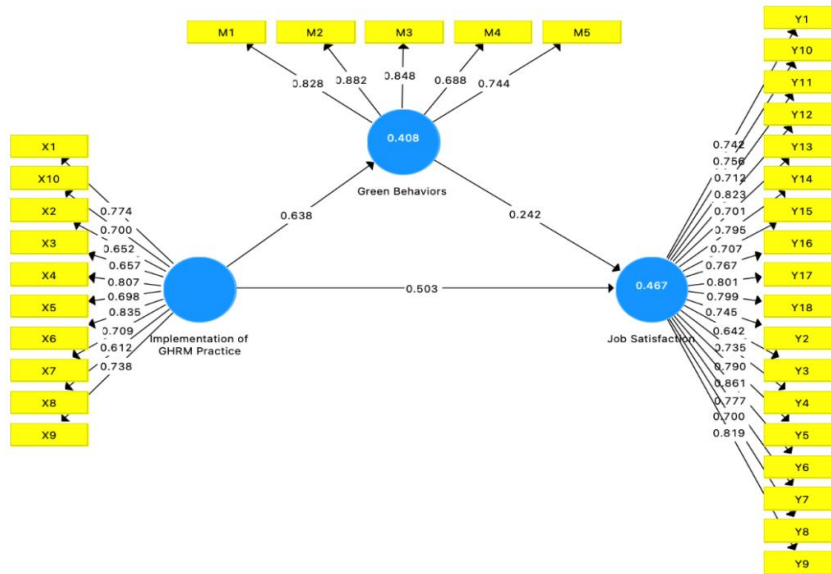

Figure 2. PLS Analysis Results

Furthermore, the VIF (Variance Inflation Factor) measurement is carried out to test the Collinerarity Statistic or multicolonierity test, to determine the correlation between independent variable (Ghozali and Latan, 2014). For the VIF value, it is said that there is no proble if it is < 5..00 (Ghozali and Latan, 2014). In the collinearity test results in Table 3, it can be concluded that all VIF values are below < 5.00. The color of the numbers is differentiated into green which means that it is below < 3.00 which is ideal and black which is still said to have no problem in multicollinearity because it is still below < 5.00. benefits, coworkers, organizational behavior, work, promotions, bosses, communication, and salary.

Table 4. *Collinearity Statisctic* Results

Variable	Dimention	Indicator	*Variance Inflation Factor* (VIF)
Green Employee Involvement	Initiative	X1	**2.198**
		X2	**1.655**
		X4	**2.666**
		X7	**1.694**
	Activeness	X3	**1.643**
		X5	**1.719**
		X6	3.187
		X8	**1.422**
		X9	4.099
		X10	3.857
Green Behaviors	Task-Related Green Behaviors	M1	**2.770**
		M2	3.781
		M3	**2.560**
	Voluntary green behaviors	M4	**1.405**
		M5	**1.627**
Job Satisfaction	Benefit	Y1	3.521
		Y2	3.449

Variable	Dimention	Indicator	*Variance Inflation Factor (VIF)*
Job Satisfaction	Coworkers	Y11	**2..422**
		Y16	4.248
		Y3	**1.987**
		Y4	**2.678**
	Organizational behavior	Y5	3.504
		Y6	4.612
		Y7	3.028
	Work	Y8	**2.506**
		Y10	**2.749**
	Promotions	Y9	3.177
	Bosses	Y12	3.123
		Y13	**2.341**
		Y14	3.215
	Communications	Y17	4.337
		Y18	4.675
	Salary	Y15	3.604

Inner model evaluation is done by looking at the coefficient of determination. The score of the coefficient of determination is between 0 and 1. The score if coefficient of determination (R2) is close to the score 1. The score of R2 explains how much the independent variable hypothesiced in the equation is able to explain the dependent variable.

Table 5. Score R^2

	R Square	R Square Adjusted
Green Behaviors	0.408	0.405
Job Satisfiaction	0.467	0.462

The R-Square score for the green behavior variable is 0.408, this indicates that 40,8% of the green behavior variable can be influenced by the green employee involvement variable, while the remaining 59,2% is influenced by other variables outside the study. Likewise with the job satisfactionvariable which has an R-square score of 0.467, this shows that 46,7% of the job satisfaction variable is influenced by the green employee involvement variable and green behaviors, while the remaining 53,3% is influenced by other variables outside the study.

In the inner model analysis in PLS, there is also an F2 (F-square) analysis. Where F-Square is useful for testing whether the measure used assesses the raltive impact of the independent (exogenous) variable on the dependent (endogeneous) variable. The F2 score recommended by Cohen (1988) is divided into 0.02 which has a small effect, a score of 0.15 has a moderate effect and a score of 0.35 has a strong influence on latent variables at the structural level (Chin, 1998:2010b). In table 6 and table 7, the calculations for the F2 test for exogenous variables on the mediating variable and exogenous varibales for endogenous variables are presented.

Table 6. Results of Score F^2 for Mediation Variables

	Green Behaviors
Green Employee Involvement	0.688

Table 7. Results of Score F^2 for Endogenous Variable

	Job Satisfaction
Green Employee Involvement	0.281
Green Behaviors	0.065

In table 6, it can be seen that the score of F Square green employee involvement is greater than 0.35, with this score means that the green employee involvement variable has a strong influence on green behaviors. Whereas in table 7 the score of F Square green employee involvement is more than 0.15, which means that green employee involvement has a sufficient effect on job satisfaction, while for green behaviors it has a score of less than 0.15 so ot can be concluded that this variable has a small effect on job satisfaction variable.

Hypothesis testing between constructs was carried out by using the bootstrap resampling method. In the statistical table, the t table score with a score of 256 is 1.985 with a significance level (α) of 0.05. The way of making decisions is:
a. If P-Value > 0.05 or t count < t table, H_0 is rejected
b. If P-Value < 0.05 or t count > t table, H_0 is accepted.

The output of structural model testing (T-Values) can be seen in table 8 as follows:

Table 8. Results of *Output T Value*

	Original Sample (O)	Sampel Mean (M)	Standard Devision (STDEV)	T Statsistics (|O/STDEV|)	P Value
Green Employee Involvement -> Job Satisfaction	0.503	0.509	0.057	8.878	0.000
Green Employee Involvement -> Green Behaviors	0.638	0.643	0.034	19.057	0.000
Green Behaviors -> Job Satisfaction	0.242	0.239	0.067	3.591	0.000
Green Employee Involvement -> Green Behvaiors ->Job Satisfaction	0.154	0.153	0.044	3.533	0.000

Table 9. Results of Mean Score

Variable	Dimentions	Mean Score
Green Employee Involvement	Initiative	3.56
	Activeness	3.35
Green Behaviors	Task-related	4.44
	Voluntary	3.79
	Benefit	4
Job Satisfaction	Coworkers	4.38
	Organizational Behavior	3.97
	Work	4.18
	Promotions	3.75
	Bosses	4.11
	Communication	4.19
	Salary	4.25

4.3. Discussion

From the results of existing data processing, the results obtained for the proposed hypothesis. In the table below, a summary of the results of hypothesis testing will be shown.

Table 10. Summary of Research Hypothesis test

Hypothesis	Equation	T Count	P Values	Result
H1	Green employee involvement with job satisfaction	8.878	0.000	Approved
H2	Green employee involvement practice with green behaviors	19.057	0.000	Approved
H3	Green behaviors with Job Satisfaction	3.591	0.000	Approved
H4	Green behaviors mediate green employee involvement with job satisfaction	3.533	0.000	Approved

Based on the summary of the hypothesis tesy results above, it can be seen that the 4 proposed hypotheses are accepted.

4.4. Managerial Implications

The purpose of this study is to examine the effect of green employee involvement and green behavior in increasing job satisfaction of employees so that employees can be aligned with the vision and mission of the organization. In supporting this, the organization needs to plan and change strategies continuously for the better. There are many things that can be done, one of which is by implementing green employee involvement in order to improve employee job satisfaction by mediating the green behavior tat employees believe in.

Green employee involvement on green behavior and job satisfaction, based on research demographic data shows that the number of employees who participated in filling out the questionnaire was mostly millennial generation (25 to 35 years) and the most positions that filled out the questionnaire were executive positions with the level of good employee education and a long service period. This provides a positive conclusion for management to increase employee job satisfaction, especially in executive positions, this can be done by improving and developing green employee involvement in the organization so that it can provide work motivation for employees, but it still needs to be evaluated regularly. This is in line with the results of research conducted by Zafer Adiguzel et.al (2020), which shows that companies that have an human resources management strategy have a positive influence in increasing job satisfaction and tenure in the organization can have an impact on the formation of employee behavior in everyday life whether done voluntarily or as part of work tasks.

In practice, currently employees ranging frim the highest leadership to executives carry out Work From Home (WFH) with due regard to environmental impacts. The application of the Minister of Finance Circular Number SE-6/MK.1/2019 regarding environmentally friendly offices has begun as a form of "green" implementation in order to increase employee awareness in terms of understanding sustainability. Changes in work culture that occurred in the Covid-

19 era required a change in the work system. Change in the work system resulted in changes in employee work behavior by adjusting business processes within the Ministry of Finance, especially Pusintek. One of the effects of adjusting business processes is the development of information systems.

Based on the result of a survey by Biro Organisasi dan Ketatalaksanaan of Ministry of Finance, the survey results showed that employees had a good level of job satisfaction while carrying out Work From Home as ecidenced by increased work results. This is in line with current conditions in the Ministry of Finance, where there is support from the highest leadership so that various policies are formulated within the Ministry of Finance, such as the Minister of Finance Decree Number 223/KMK.01/2020 concerning the Implementation of Flexible Working Space in Ministry of Finance Environment, and Minister of Finance Circular Number SE-22/MK.01/2020 concerning the Ministry of Finance's Work System during the Transition Period in a New Normal Order. The existence of these various policies shows the support and demands of the organization to be able to implement green employee involvement in order to increase employee job satisfaction in the Work From Home (WFH) era due to Covid-19.

5. CONCLUSION

Based on the results of the research and discussion that has been described, it can be concluded that green employee involvement has a significant direct eddect on job satisfaction and green behavior. In addition, green behavior also has a direct influence on job satisfaction and acts as a mediator on green employee involvement on job satisfaction. This is supported by the policies that have been issued within the Ministry of Finance which support the implementation of a "green" culture.

Based on the results of the research, it can be suggested to management, especially in units that play a role in Human Resource Management, to be able to develop and improve Green Human Resources Management (GHRM) practices in the work environment so as to increase employee "green" behavior and affect job satisfaction employees in a positive wat. However, this needs to be monitored and evaluated regularly. Meanwhile, seuggestions for further research are seen from an angle:

a. Theoretical and conceptual, further research can add other variables such as work quality, work creativity or leadership satisfaction as endogenous variables, or researchers can also make green lifestyle variables become independent variables.

b. Population, further research can compare between other units both engaged in IT and non IT or applicable in general.

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APPENDIX

Part I

No.	Statement	1	2	3	4	5
1.	My office has implemented "green office / eco office" activities to promote environmentally friendly behavior and increase togetherness among employees. (eg: socialization about "green office / eco-office", tree planting activities, seminars on the environment ".					
2.	The office where I work encourages employees to bring food from home (using food containers) in order to reduce packaging waste.					
3.	The office where I work has implemented health-themed programs or activities to increase knowledge about proper nutrition, maintaining fitness, and living healthy for employees.					
4.	The office where I work has an education and training program to raise employee awareness on reducing pollution.					
5.	The office I work for supports employees implementing "shared transportation" to reduce pollution. (eg using the shuttle bus or giving a ride to a colleague).					
6.	The office where I work is involved in formal activities in introducing the practice of "green office" by conducting audit activities "green office" to monitor the implementation of standardization is met.					
7.	In the office where I work, employees can easily get a variety of information from the leaders about how to reduce waste (eg use less paper).					
8.	The employees in the office where I work have a habit of reusing paper, cans, cardboard, and / or used bottles from office / pantry waste for recycling.					
9.	The office where I work, implements waste separation at work.					
10.	The office where I work, puts label descriptions in the trash like "biodegradable" and "non-biodegradable."					

Part II

No.	Statement	1	2	3	4	5
1.	I complete office tasks while still paying attention to and applying environmentally friendly concepts (for example: reducing paper use, sorting waste, keeping workspaces clean, or conserving the use of electricity, water and other resources).					
2.	I am responsible for fulfilling tasks that are part of me by continuing to apply environmentally friendly concepts (for example: reducing paper use, sorting waste, keeping workspaces clean, or conserving the use of electricity, water and other resources).					
3.	I carry out the tasks given by the leader in the hope that I do it in a way that applies environmentally friendly concepts (for example: reducing paper use, sorting waste, keeping workspaces clean, or conserving the use of electricity, water and other resources).					
4.	I take the opportunity to be actively involved in environmental protection activities where I work.					
5.	At work, I take the initiative to act by adopting environmentally friendly habits such as reducing paper use, sorting waste, keeping workspaces clean, or conserving the use of electricity, water and other resources.					

Part III

No.	Statement	1	2	3	4	5
1.	I am satisfied with being recognized for the work I am currently doing					
2.	I am satisfied with praise for the tremendous effort I put into my performance					
3.	I feel satisfied with relationships with colleagues					
4.	I am satisfied with the situation and conditions of my workspace, especially those related to green behavior					
5.	I am satisfied with the situation and conditions of the					

	work environment in general					
6.	I am satisfied with the general policies of my current organization					
7.	I am satisfied with the flexibility of the rules and procedures in my organization					
8.	I feel satisfied with the ability to work independently and creatively					
9.	I am satisfied with the prospects for promotion and promotion					
10.	I am satisfied with my work as a whole					
11.	I am satisfied with the availability of up to date training for me					
12.	I am satisfied with the working relationship with top management					
13.	I am satisfied with the relationship with my immediate supervisor					
14.	I am satisfied with the prompt feedback and communication received with management and seniors					
15.	I am satisfied with the rewards I receive for working					
16.	I am satisfied with the benefits I receive at work					
17.	I am satisfied with participation in decision making					
18.	I am satisfied with the opportunity to express my opinion					