
CORRELATION BETWEEN ORGANIZATIONAL STRUCTURE, LEADER BEHAVIOR AND PERSONALITY WITH CITIZEN BEHAVIOR ABOUT THE ENVIRONMENT IN AN ISLAMIC PERSPECTIVE

Sahmin Madina

State Islamic Institute (IAIN) Sultan Amai Gorontalo
Jalan Sultan Amay, Pone, Limboto Bar., Gorontalo 96181 Indonesia

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***) Korespondensi:**

E-mail: sahmin.

madina01@gmail.com

Abstract: this research aims to find out the correlation between organizational structure, leader behavior and personality and behavior of citizen about the environment in Islamic perspective. The research used quantitative method with survey design by taking 150 lecturers of IAIN Sultan Amai Gorontalo as the sample. Four variables were measured, namely behavior of citizen about the environment in Islamic perspective (rel.97), organizational structure (rel.95), leader behavior (rel.92), and personality (rel.94). It used two-way ANOVA to analyze the data. The results showed that there was positive and significant correlation among those variables, even though it has been controlled by second-order correlation. Therefore, it could be concluded that organization structure, leader behavior and personality became consideration to improve behavior of citizen about the environment in Islamic perspective.

Abstrak: penelitian ini bertujuan untuk mengetahui korelasi antara struktur organisasi, perilaku pemimpin dan kepribadian dan perilaku warga negara tentang lingkungan dalam perspektif Islam. Penelitian menggunakan metode kuantitatif dengan desain survei dengan mengambil 150 dosen IAIN Sultan Amai Gorontalo sebagai sampel. Empat variabel yang diukur, yaitu perilaku warga tentang lingkungan dalam perspektif Islam (rel.97), struktur organisasi (rel.95), perilaku pemimpin (rel.92), dan kepribadian (rel.94). Ini menggunakan ANOVA dua arah untuk menganalisis data. Hasil penelitian menunjukkan bahwa ada korelasi positif dan signifikan di antara variabel-variabel itu, meskipun telah dikendalikan oleh korelasi urutan kedua. Oleh karena itu, dapat disimpulkan bahwa struktur organisasi, perilaku pemimpin dan kepribadian menjadi pertimbangan untuk meningkatkan perilaku warga negara tentang lingkungan dalam perspektif Islam.

INTRODUCTION

Islamic teaching views behavior about the environment is based on the responsibility to manage environmental problems such as how to manage actions in the process of using natural resources efficiently and effectively. The company itself often faces many priorities to do, on the one hand for business competition and on the other hand for attention to the natural environment. Islamic perspective is needed in order to improve employee behavior regarding

environmental impacts. Employee behavior can contribute positively and negatively in achieving organizational or company goals.

The companies in India have been socialized corporate social responsibility (CSR) in the middle of economic and social upheaval and the immense pressure from consumers, government and environment activists who have environmentally conscious (Mukherjee & Ghosh, 2014). In addition, CSR and environmental sustainability organizations have conducted

different studies which show different kinds of correlation between human behavior toward environment and CSR practices.

Successful environmental applications, such as implementation of sustainability policies, pollution prevention measures, industrial ecological promotion, environmental training programs, laid on top manager commitment (Boiral, Baron & Gunnlaugson, 2014). An institution or organization concerning toward the environment is highly depended on the leader commitment in positioning themselves as top managers in order to improve the function of organizational structure.

According to Robertson and Barling (2013:), although environmental leadership is generally regarded as a prerequisite for environmental improvement in greening institutions, few studies focus on management systems and the ability to influence sustainability commitments. Thus, in improving employees' environmental performance, leaders need to be orientated toward sustainable environmental awareness. Integrative model of organizational behavior, according to Colquitt et al (2011), leaders and employees as individuals can be assessed from individual achievements (individual outcomes) of job performance or behavior that contributes good or bad and organizational commitment performance is strong or weak individual desires in the organization or institution.

There are several factors affecting individual achievement or individual outcomes within an organization. Personality and group mechanisms are individual characteristics, and one of them is leadership behaviors. Based on perceptions, the company bases on environmentally perceptive should be able to improve wise behavior in managing the environment and to minimize negative impacts toward the environment. The influence of positive leadership and personality can lead to a positive environmental performance.

Based on some of the International Journal mentioned above, the novelty in this research was the behavior of citizens about the environment in Islamic perspective which is related to organizational structure, leader behavior and personality. Researchers interested in conducting research on the relationship between organizational structure, leader behavior and personality and the behavior of citizens about the environment in Islamic perspective.

Oliver (1997) suggests that, one's behavior can be maintained or maintained for long periods of time. Organizing is grouping activities, assigning activities and providing the authority necessary to carry out the activities (Rue and Byars, 2006). In simple terms according to Luthan (2008), behavior in managing the environment based on organizational behavior of citizens can be interpreted as an attitude or organizational behavior that is aligned and serves for the benefit of the organization.

Some experts defined organizational behavior of citizenship (OCB) as individual behavior is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization. The personality indicator for these organization behavior of citizens reflects the employee's predispositional traits to the cooperative, helpful, caring, and conscientious. The attitudinal indicator indicates that employees engage in OCBs in order to reciprocate the actions of their organizations. The organizational behavior of personnel is in some forms, but the major one can be listed as follows: (a) altruism (e.g., helping out when a coworker is not feeling well), (b) conscientiousness (e.g., staying late to finish a project), (c) civic virtue (e.g., volunteering for a community program to represent the firm), (d) sportsmanship (e.g., sharing failure of a team project that would have been success full by following the member's advice), (e) courtesy (e.g., being understanding and empathetic even when provoked (Luthan, 2008).

This suggestion implies that for every member of the organization must build an attitude of self-interest, a high social awareness, social, honest about everything, and courtesy. If some of these attitudes woke up would certainly raise the life of the organization. From some of the description and analysis of the concept above, the synthesis of wise behavior in managing the environment is an action done by someone who contributes in managing the environment for organizational goals through dimension helping, sportsmanship, loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

According to Colquitt et al (2011), organizational structure is formally dictated how jobs and tasks are divided and coordinated

between individuals and groups within the company. One way of getting a feel for an organization's structure is by looking at an organizational chart. An organizational chart is a drawing that represents every job in the organization and the formal reporting relationships between those jobs. It helps organizational members and outsiders understand and comprehend how work is structured within the company.

The organization's structure is the formal pattern of activities and interrelationships among the various subunits of the organization (Ivancevich et al, 2011). Viewing an organization chart on a piece of paper or framed on a wall, one sees only a configuration of positions, job duties, and lines of authority among the parts of an organization. Organizational structures can be further more complex than that. Based on the above description, the synthesis of the organization's structure is the activity of employees in the division of tasks between individuals and groups within the company include the dimensions of work specialization, control range, command line, and formalities, delegates (centralization and decentralization) to preserve the environment in achieving green industry. Leadership is in terms of an influence process that occurs naturally within a social system and is diffused among the members (Yuki, 2010). Leadership is the process of influencing a person or group of people in a group or an organization. Leadership is defined as use power and influence to direct the activities of followers toward goal achievement (Colquitt, 2011). Leadership is the use of power and influence directing subordinate activities in achieving goals.

Leadership is the ability to influence a group of people in achieving a vision or set of goals. In the Trait theories of leadership, one's leadership is seen in one's quality and character (Robbins and Judge, 2013). Whereas in behavioral theory of leadership, subordinates see the leader from the aspect of initiating structure is how far the leader explains the plan and the role of the subordinate and the attention (consideration), that is how far the leader builds friendship relationship with the staff to trust each other (mutual trust), attention to the ideas of subordinates (respect for employee's). From some research, 66% of staffs are motivated by the attention of the leadership. Thus the leader

behavior can be observed from the leader action. These actions include the way they manage the working environment. Good leader will initiate effective actions to ensure that the corporate goals can be achieved successfully.

Pervin (1996) says that personality is the complex organization of cognitions, affects and behaviors that gives direction and pattern (coherence) to the person life. Personality consists of both structures and processes and reflects both nature (genes) and nurture experience (Rhodewalt, 2008). Personality is a complex cognitive organization that influences behavior to give direction and pattern of one's life, personality consists of structure and process, both natural (gen) and experience. Thus, personality is a complex knowledge that can affect behavior on a particular purpose.

There are five factors underlying human personality that is conscientiousness, agreeableness, neuroticism, openness, and extroversion (Colquitt, Le Pine, & Wesson, 2009). From some explanations above, the synthesis of personality is one's traits in responding, reacting, and interacting relatively stable with others and its environment includes conscientiousness, agreeableness, neuroticism, openness, extraversion to achieve organizational goals. Based on the description, the researcher is interested to conduct research on the relationship between organization's structure, leader behavior and personality with lecturer's citizenship behavior about the environment in Islamic perspective, correlational study on lecturers at State Islamic Institute (IAIN) Sultan Amai Gorontalo.

METHOD

The aim of this research was to find out correlation between organizational structure, leader behavior and personality and behavior of citizens about the environment in Islamic perspective. The correlational study was used by choosing 150 lectures with random sample technique. There were four variables namely lecturer's behavior about the environment in Islamic perspective (rel.97), organizational structure (rel.95), leader behavior (rel.92), and personality (rel.94). Data was calculated by using descriptive and inferential statistics. Thus, it was analyzed by simple and multiple regressions, followed by finding out its second-order correlation and verified by t-test.

RESULTS AND DISCUSSION

The Correlation between Organizational Structure, Leader Behavior and Personality with Citizen Behavior about The Environment in an Islamic Perspective

The correlation between organizational structure and behavior of citizens about the environment in Islamic perspective could be seen at table 1.

Table 1 showed that, the result of regression equation was significant with a regression model $\hat{Y} = 77.92 + .43X_1$. Therefore, there was a positive correlation between organizational structure and behavior of citizens about the environment in Islamic perspective. Next a large correlation coefficient between organizational structures and behavior of citizens about the

environment in Islamic perspective was found, as shown in the following table 2.

There was highly significant correlation between the organizational structure and behavior of citizens about the environment in Islamic perspective. The variation of behavior of citizens about the environment in Islamic perspective is determined by 20.6% of the organizational structure variation through the regression model $\hat{Y} = 77.92 + .43X_1$.

The correlation between leader behavior and behavior of citizens about the environment in Islamic perspective could be seen in the regression equation which generates the direction of regression coefficients $b = .64$ and constants $= 59.67$. To determine the degree of significance, the F was subsequently tested, as shown in the following table 3.

Table 1. ANOVA Table for Regression Model of $\hat{Y} = 77.92 + .43X_1$

Source of Variances	Degrees of Freedom (DF)	Sum of Square (SS)	Means Square (MS)	F _{cal}	F _{table}	
Total	149				.05	.01
Coefficient (a)	1					
Regression (b/a)	1	7353.043	7353.043	35.01**	3.91	6.81
Residual	148	31091.791	210.080			
Deviation from Linearity	55	12799.482	232.718	1.18 ^{ns}	1.45	1.69
Error	93	18292.308	196.691			

**p : .01 (very significant) ^{ns} : nonsignificant

Table 2. Partial Correlation ($r_{y1.23}$).

Sample (n)	Correlation Coefficient (zero)	Second order correlation	t _{cal}	t _{table}	
				.05	.01
150	.437	.454	5.91**	1.97	2.61

**p < .01

Table 3. ANOVA Table of Regression Model $\hat{Y} = 59.67 + .64X_2$

Source of Variances	Degrees of Freedom (DF)	Sum of Square (SS)	Means Square (MS)	F _{cal}	F _{table}	
Total	149				.05	.01
Coefficient (a)	1					
Regression (b/a)	1	9662.144	9662.144	49.68**	3.91	6.81
Residual	148	28782.689	194.478			
Deviation from Linearity	42	9168.540	218.299	1.18 ^{ns}	1.49	1.76
Error	106	19614.149	185.039			

* *p < .01 ^{ns} : nonsignificant

Table 3. showed that the result of regression equation was significant with a regression model $\hat{Y} = 59.67 + .64X_2$. Therefore, there was a positive correlation between leader behavior and behavior of citizens about the environment in Islamic perspective. Next a large correlation coefficient between leader behavior and behavior of citizens about the environment in Islamic perspective as shown in the following table 4.

There was highly significant correlation between leader behavior and behavior of citizens about the environment in Islamic perspective. The variation the behavior of citizens about the environment in Islamic perspective was determined by 15.7% of the leader behavior variation through the regression model of $\hat{Y} = 59.67 + .64X_2$.

The shape of the correlation between leader personality and behavior of citizens about the environment in Islamic perspective could be seen in the regression equation which generates the direction of regression coefficients $b = .32$ and $a = 105.13$.

Table 5. showed that, the regression equation was significant with a regression model $\hat{Y} =$

$105.13 + .32X_3$. Therefore, there was a positive correlation between behavior citizens about the environment in Islamic perspective and leader personality. Correlation coefficient between leader personality and behavior of citizens about the environment in Islamic perspective was found, as shown in the following table 6.

There was highly significant correlation between leader personalities and behavior of citizens about the environment in Islamic perspective. The variation of the behavior of citizens about the environment in Islamic perspective is determined by 10.6% of the leader personality variation through the regression model $\hat{Y} = 105.13 + .32X_3$.

The shape of the correlation between organizational structure, leader behavior, leader personality and behavior of citizens about the environment in Islamic perspective could be seen in the regression equation which produced a directions regression coefficient $= b_1 = .32; b_2 = .54; b_3 = .25$; and constant $= 48.85$. To determine the degree of significance, the F was tested, as shown in the following table 7.

Table 4. Partial Correlation ($r_{y2.13}$).

Sample (n)	Correlation Coefficient (zero)	Second order correlation	t_{cal}	t_{table}	
				.05	.01
150	.501	.397	7.05**	1.97	2.61

** $p < .01$

Table 5. ANOVA Table for Regression Model of $\hat{Y} = 105.13 + .32X_3$.

Source of Variances	Degrees of Freedom (DF)	Sum of Square (SS)	Means Square (MS)	F_{cal}	F_{table}	
Total	149				.05	.01
Coefficient (a)	1					
Regression (b/a)	1	3670.516	3670.516	15.62**	3.91	6.81
Residual	148	34774.317	234.962			
Deviation from Linearity	49	14724.739	300.505	1.48 ^{ns}	1.49	1.82
Error	99	20049.578	202.521			

** $p < .01$

^{ns} : nonsignificant

Table 6. Partial Correlation ($r_{y3.12}$).

Sample (n)	Correlation Coefficient (zero)	Second order correlation	t_{cal}	t_{table}	
				.05	.01
150	.309	.326	3.95**	1.97	2.61

Table 7. ANOVA Table for Multiple Regression of $\hat{Y} = 48.85 + .32X_1 + .54X_2 + .25X_3$

Source of Variances	Degrees of Freedom (DF)	Sum of Square (SS)	Means Square (MS)	F _{cal}	F _{table}	
Total Direduct	149				.05	.01
Regression	3	12886.763	4295.588	24.53**	2.67	3.92
Residual	146	25558.071	175.055			

** $p < .01$ **Table 8.** Multiple Correlation (R_{y123}).

Sample(n)	Multiple Correlation Coefficient	Multiple Determination Coeff.	Fcal	Ftable	
				.05	.01
150	.677	.374	24.55**	2.67	3.92

** $p < .01$

Table 7 showed the result of regression equation. It was significant with a regression model $\hat{Y} = 48.85 + .32X_1 + .54X_2 + .25X_3$. Therefore, there was a positive correlation between behavior of citizens about the environment in Islamic perspective and organizational structure, leader behavior, and leader personality. A large correlation coefficient between organizational structure, leader behavior, and leader personality and behavior of citizens about the environment in Islamic perspective could next be seen, as shown in the following table 8.

This indicated that around 37.4% of the behavior of citizens about the environment in Islamic perspective variation determined all together by the variations of the organizational structure, leader behavior, and personality through the linier regression model, as follows: $\hat{Y} = 48.85 + .32X_1 + .54X_2 + .25X_3$. Based on table above, the value of the correlation coefficient between organizational structure, leader behavior, and leader personality and behavior of citizens about the environment in Islamic perspective of $r_{y123} = .677$. Thus, the higher the organizational structure, leader behavior, and leader personality, the higher was the behavior citizens about the environment in Islamic perspective.

The first hypothesis proposed that organizational structure was positively correlated to behavior of citizens about the environment in Islamic perspective. The success the behavior of citizens about the environment in Islamic perspective was determined by the organizational structure of the organization. The

organizational structure in this research included the dimensions of work specialization, span of control, chain of command, formalization, delegation (centralization and decentralization) to preserve the environment.

The theory of Integrative Model of Organizational Behavior from Colquitt, et al (2009) was used to explain behavior of citizens about the environment in Islamic perspective. In addition, Mukherjee and Ghosh (2014) showed that over the last few decades, India companies have socialized corporate social responsibility (CSR) in the middle of economic and social upheaval and from the tremendous pressure of environmentally conscious consumers, the Government, environmentalists. Some India organizations are increasingly improving the CSR strategy by emphasizing on corporate and employee responsibilities. The results showed the differences in human behavior with CSR practices. Research suggested how organizations tend to be positive and wise to environmental management by meeting needs but no compromising the needs of future generations.

Facing the situation of product or service demand and competition to gain customer trust, then the pro-environment company must be able to solve the environmental problems, it will have a positive ability in affecting the employee performance, and ultimately for the company environmental performance (Chen et al, 2015). From The results of this research also showed the positive correlation between organizational structures with behavior of citizens about the environment in Islamic perspective.

Another hypothesis test result depicted that the leader behavior was positive and highly significant to the behavior of citizens about the environment in Islamic perspective. The success of behavior of citizens about the environment in Islamic perspective on organization is determined by the leader behavior of organization. Leader behavior in this research includes the dimensions of helping, sportsmanship, loyalty, organizational compliance, individual initiative, civic virtue, and self-development. Theory of Responsible behavior toward the environment (Blaikie & Ward, 1993; Himes et. al., 1986; Putrawan, 2017) was used as the basic theoretical reference in describing behavior of citizens about the environment in Islamic perspective such as leader behavior. Leadership is the ability to influence a group of people in achieving a vision or set of goals (Robbins & Judge, 2013). In the theory of leadership character (trait theories of leadership), one's leadership is seen in one's quality and character. Whereas in behavior theories of leadership theory, subordinates see the leader from the aspect of initiating the plan (ie the extent to which the leader explains the plan and the role of the subordinate and attention (consideration), namely the extent to which leaders build friendships with staff to each other trust (mutual trust), attention to the ideas of subordinates (respect for employees). Based on other research, 66% of staffs are motivated by the attention of the leaders.

Some leadership researchers emphasize the importance of situations in the leadership process, in which situations are not based on the person's traits or skills, but rather a situational perspective in handling a problem in times of economic crisis, social unrest, problems such as natural disasters and so forth (Newstrom, 2007). One attempt to include situational factors in leadership theory is the multiple influence model of Hunt and Osborn. This model differentiated micro variable (task factor) with macro variabel (external environmental factors) in the situation in an organization or institution.

The successful implementation of the practice environment (ie, implementation of sustainability policies, pollution prevention measures, industrial ecological promotion, environmental training programs) is in the hands of top manager (Boiral, Baron and Gunnlaugson, 2014). This is based

on an institution or organization that cares about the environment around, it is highly dependent on the extent to which leaders have commitment and leadership in positioning themselves as top managers in the implementation of management functions, in order to improve the function of organizational structure.

An institution or organization concerning about the environment is depended on the extent to the leaders. The leaders should have commitment and leadership in positioning themselves as top managers within an organization who supported by behavior of citizens about the environment in Islamic perspective. The research result showed a highly significant positive correlation between leader behavior and behavior of citizens about the environment in Islamic perspective.

The rest of other hypothesis verification revealed that leader personality was positive and highly significant with behavior of citizens about the environment in Islamic perspective. The success of behavior of citizens about the environment in Islamic perspective of an organization was determined by lecturer's personality. Big-five personality model consist of conscientiousness, agreeableness, neuroticism, openness and extraversion. Several studies have revealed that positive personality in employees indicated good job performance as well, because the positive environmental impacts in the company facilitate the involvement of the personality work and the resulting resources (Bakker, Tims & Derks, 2012).

It is important for employees to demonstrate proactive behavior and optimize their own work environment. Furthermore, research conducted by McCrae and Costa, Jr. (1987), showed that the five factors of human personality in adults, showing a strong relationship between one another. These findings reinforce previous research data on a five-factor model in personality research. The research result showed positive and highly significant correlation between leader personality and behavior of citizens about the environment in Islamic perspective. People pro-ecological behavior could be best predicted by their personality, especially environmental personality (Putrawan, 2017).

The results of the fourth hypothesis test showed that the organizational structure, leader behavior, and personality are positively and

highly significant with behavior of citizens about the environment in Islamic perspective. The success of behavior of citizens about the environment in Islamic perspective is determined by the organizational structure, leader behavior, and the personality of the lecturers.

Research conducted by Terry Ransom-Flint (2006), showed the impact of integration of intervention implementation of the intention more effective to promote individual behavior. In this case, the implementation of a strong and weak intention also determines one's behavior. Bakker, Tims and Derks (2012), showed some studies have revealed positive personality in employees showing good job performance anyway. The positive corporate environmental impacts facilitate job engagement from personality outcomes. Therefore the management can affect the work of employees and resources generated. It is important for employees to demonstrate proactive behavior and optimize the work environment of employees.

Research conducted by Mino and Hanaki (2013), showed the development of environmental leadership can holistically face the existing environmental problems. Environmental leaders promote the sustainability of environmental issues to protect the natural environment in decision-making and action processes. Thus, it can be concluded that in this research the transformational-style leadership variables affect the environmental performance of the organization. There is a positive and highly significant correlation between the organizational structure, leader behavior, and personality and the behavior of citizens about the environment in Islamic perspective.

The pure contribution of each variable is known by controlling other independent variables. The results of the analysis can show the rank of the correlation as shown in the following table 9.

Based on the table 9, the first correlation strength rank is leader behavior of .454; organizational structure equal to .397; and the third personality of .326. These findings would be expected to add a treasure that enriches scientific knowledge, especially about the behavior of citizens about the environment in Islamic perspective.

Table 9. Second-Order Correlation among Variables

Partial Correlation	Second-Order Corr. Coeff.	Strength in contribution
$r_{y1.23}$.454	Second
$r_{y2.13}$.397	First
$r_{y3.12}$.326	Third

CONCLUSION

The findings of this research indicated that when the behavior of lecturers about the environment in Islamic perspective was positively improved, then factors such as organizational structure, leader behavior and personality could not be neglected. Therefore, these findings could be benefit in contributing the theoretical basic of behavior of lecturers about the environment in Islamic perspective which its correlation to leader behavior, organizational structure, and especially personality.

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