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PROFILING EMPLOYEE GREEN BEHAVIOR IN A GOVERNMENT INSTITUTIONS OF JAMBI PROVINCE

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Abstract: *This study aims to analyze the comprehensive implementation of Employee Green Behavior (EGB) among government employees through the multidimensional framework of the Green Five Taxonomy. The research method utilized is a quantitative approach with a descriptive design, involving civil servants and outsourced personnel as respondents. The results indicate that, generally, employees' pro-environmental behavior remains at a moderate compliance level. Based on the dimensional analysis, daily resource-saving activities emerge as the most universal green behavior, successfully adopted as a basic office routine driven by formal organizational regulations. Conversely, cathegory requiring operational shifts or innovative work methods record the highest behavioral resistance due to rigid bureaucratic structures. Furthermore, demographic factors such as younger age and contract status serve as crucial indicators determining higher voluntary environmental initiatives in the workplace.*

Abstrak: Penelitian ini bertujuan untuk menganalisis gambaran komprehensif mengenai penerapan *Employee Green Behavior* (EGB) pada pegawai di instansi pemerintah melalui kerangka multidimensi *Green Five Taxonomy*. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan desain deskriptif, yang melibatkan aparatur sipil negara dan tenaga alih daya sebagai responden. Hasil penelitian menunjukkan bahwa secara umum perilaku ramah lingkungan pegawai berada pada tingkat kepatuhan yang moderat. Berdasarkan analisis dimensinya, aktivitas penghematan sumber daya harian menjadi perilaku hijau yang paling universal dan berhasil diadopsi sebagai rutinitas dasar kantor karena didorong oleh aturan formal organisasi. Sebaliknya, dimensi yang menuntut adanya perubahan taktik kerja atau inovasi metode kerja baru mencatatkan resistensi perilaku tertinggi karena kaku sistem birokrasi. Selain itu, aspek demografis seperti usia muda dan status kontrak menjadi indikator penting penentu tingginya inisiatif pelestarian lingkungan di tempat kerja.

INTRODUCTION

Human behavior currently holds full control over the mitigation of the increasingly alarming global ecological crisis. Extreme climate change, widespread pollution, and massive exploitation of nature not only damage the ecosystem structure but also disrupt the psychological stability of individuals through the phenomenon of eco-anxiety or ecological anxiety (Nasution et al., 2025). Work environments affected by natural degradation risk increasing stress levels while eroding human resource productivity. Therefore, organizations are now required to become strategic sectors in campaigning for an eco-friendly work culture through the formation of employee behavior (Nafi et al., 2025). In the public sector, Government Institution X in Jambi Province has actually initiated a sustainability program through various green policies, such as paper efficiency (double-sided printing), office waste management, the provision of smart water refill facilities, smoke-free areas, and land utilization for hydroponics. However, the existence of these facilities and regulations has not fully guaranteed the consistent implementation of pro-environmental behavior among the civil apparatus as a whole.

Conceptually, the characteristics of employees' pro-environmental behavior in the workplace can be mapped through the Green Five Taxonomy formulated by Ones and Dilchert (2012). This taxonomy encompasses five main cathegory, namely transforming (initiating changes toward more eco-friendly work methods), conserving (efficiency and resource saving), avoiding harm (minimizing negative impacts on nature), influencing others (encouraging colleagues to apply green principles), and taking initiative (personal awareness without formal instructions). In a macro context, the emergence of these behavioral cathegory is often linked to how employees perceive the support provided by their institution (Perceived Organizational Support). When organizations provide adequate environmental facilities, ideally a moral urge arises for employees to contribute positively (Eisenberger et al., 1986). However, in bureaucratic institutions such as Institution X, the availability of such institutional support actually shows a varied adoption pattern of EGB that is not yet uniform across each kategorion.

The challenge of implementing Employee Green Behavior (EGB) in a public sector environment carries a far different complexity compared to the private sector. Government institutions generally operate under a rigid bureaucratic system, a strict hierarchical structure, and administratively binding standard operating procedures. These characteristics often create behavioral inertia among civil servants, where changing conventional workflows toward eco-friendly digitalization practices is perceived as a

new regulatory burden or an operational risk. Consequently, the internalization of sustainability values in government offices frequently only touches the surface as mere formal compliance, without any space of empowerment for employees to generate environmental innovations independently from the bottom up.

This behavioral gap highlights the urgency to examine deeper into the descriptive profile of Employee Green Behavior in public sector organizations. Most of the current literature regarding workers' green behavior is still dominated by the profit-oriented or private industry landscape, while comprehensive studies in non-ministerial government agencies at the regional level remain highly limited. Rigid bureaucratic characteristics often create different behavioral dynamics compared to the private sector in responding to sustainability issues. Therefore, this study aims to provide an in-depth descriptive analysis regarding the overview of Employee Green Behavior (EGB) among employees of Government Institution X in Jambi Province. Through mapping based on the green taxonomy cathegory, the results of this study are expected to serve as an evaluative reference in optimizing the implementation of apparatus-based eco-friendly policies in the public sector.

Furthermore, while the urgency regarding environment-based organizational management continues to increase, the empirical literature on EGB has so far been dominated by studies in the manufacturing sector, hospitality, and private corporations that possess high flexibility. Studies dissecting employees' pro-environmental behavior specifically within government institutions remain very limited, and often only measure green behavior as a single, general variable. Yet, to understand the dynamics of environmental adaptation in bureaucracy, a comprehensive multidimensional approach is required. Therefore, this study is present to fill this research gap by applying the Green Five Taxonomy framework to map the original distribution of the five cathegory of employees' green actions, thereby identifying which behavioral aspects are already running optimally and which areas are still experiencing resistance within public organizations.

METHOD

This study uses a descriptive quantitative approach to map the profile of pro-environmental behavior in the workplace. The population in this study includes all employees at Government Institution X in Jambi Province, totaling 150 people. Sampling was conducted using a purposive sampling technique based on specific criteria to

maintain the objectivity of daily operational data. The established respondent criteria include: (1) Organic employees working within Government Institution X in Jambi Province, (2) Outsourced personnel at the institution, and (3) Not holding structural official positions (such as the Head of the Institution or other structural management ranks). This restriction aims to capture direct data from the perspective of employees who are directly involved in daily technical activities without the authority bias of policymakers.

Data collection was conducted by distributing questionnaires directly to respondents. The measurement instrument for Employee Green Behavior (EGB) was independently developed by the researcher by adapting the Green Five Taxonomy cathegory from Ones and Dilchert (2012). This measurement tool encompasses five main cathegory, namely transforming, conserving, avoiding harm, influencing others, and taking initiative. Respondents provided ratings using a 7-point Likert scale (0–6), ranging from the options "Strongly Disagree" to "Strongly Agree."

After the data was gathered, descriptive statistical analysis was performed with the assistance of SPSS software. To interpret the adoption level of employees' green behavior, the researcher applied Azwar's norm categorization method. The respondents' empirical scores were grouped into three standard interval levels, namely Low, Medium, and High categories. This analysis was utilized to dissect which cathegory have been strongly implemented by employees and which cathegory still require optimization.

RESULT AND DISCUSSION

Descriptive statistical analysis was conducted to comprehensively map the profile of Employee Green Behavior (EGB) among employees at Government Institution X in Jambi Province. To provide an initial contextual understanding, a cross-tabulation analysis was performed to examine how EGB levels are distributed across various demographic characteristics, including gender, age, employment status, and length of service.

A. Demographic Crosstabulation of EGB Levels

Table 1 Crosstab of Employee Green Behavior Levels based on Demographics

Characteristic	Demographics of EGB					
	Low		Medium		Tinggi	
	N	Persentase (%)	N	Persentase (%)	N	Persentase (%)
Gender						
Male	8	13.1	46	75.4	7	11.5
Female	4	9.1	34	77.3	6	13.6

Characteristic	Demographics of EGB					
	Low		Medium		Tinggi	
	N	Persentase (%)	N	Persentase (%)	N	Persentase (%)
Age						
8-27 years	1	7.7	10	76.9	2	15.4
28-43 years	6	8.6	54	77.1	10	14.3
44-59 years	5	22.7	16	72.7	1	4.5
Employment Status						
Civil Servant	8	17.4	34	73.9	4	8.7
Government Employee under Contract (PPPK)	4	9.3	32	74.4	7	16.3
Outsourced Employee	0	0	14	87.5	2	12.5
Length of Service						
Less than 1 year	0	0	9	88.9	0	0
1-5 years	2	10	13	50	5	25
6-10 years	1	3.4	22	75.9	6	20.7
More than 10 years	9	19.1	36	76.6	2	4.3

Source: SPSS version 29

1. Statistical Findings (Results)

Based on the cross-tabulation data presented in Table 1, the distribution of Employee Green Behavior (EGB) across gender and age categories reveals distinct behavioral dynamics within the institution. In terms of gender, female employees demonstrate a slightly higher tendency to fall into the "High" EGB category (13.6%) compared to their male counterparts (11.5%). This statistical nuance suggests that female civil servants may possess stronger environmental empathy or a higher level of compliance with green regulations in the workplace. When observing age demographics, an interesting pattern emerges where the younger generations—particularly those aged 8–27 and 28–43 years—show stronger engagement in high-level green behavior. Conversely, the oldest age group (44–59 years) displays the highest percentage in the "Low" EGB category (22.7%).

Furthermore, the analysis of EGB levels based on employment status highlights a compelling organizational phenomenon involving outsourced personnel. While organic employees, especially civil servants (PNS) at 17.4% and government employees with work agreements (PPPK) at 9.3%, show a noticeable representation in the "Low" EGB category, outsourced workers actually record 0% at this low level, with 87.5% solidly clustered in the medium category. Finally, the length of service variable provides deeper insights into how the bureaucratic environment shapes long-term eco-friendly habits. Employees with shorter tenures (1–5 years and 6–10 years) show robust green performance, with high EGB representation reaching 25% and 20.7%, respectively.

However, a sharp decline is observed among senior workers with more than 10 years of service, where the "Low" EGB category surges to 19.1% and the "High" category plummets to its lowest point at 4.3%

2. Bureauratic Contextual Analysis (Discussion)

The demographic data points to a clear generational gap in environmental awareness within the bureaucracy, where younger employees exposed to contemporary global sustainability discourse adapt more smoothly to green initiatives, whereas senior staff may experience behavioral inertia due to deeply ingrained conventional office habits.

Furthermore, the analysis of EGB levels based on employment status highlights a compelling organizational phenomenon involving outsourced personnel. While organic employees, especially civil servants (PNS) at 17.4% and government employees with work agreements (PPPK) at 9.3%, show a noticeable representation in the "Low" EGB category, outsourced workers actually record 0% at this low level, with 87.5% solidly clustered in the medium category. This finding strongly contradicts common assumptions, as outsourced workers typically have lower job stability and fewer structural rights. Interpretatively, this pattern indicates that outsourced workers likely perceive environmental compliance as a fundamental, non-negotiable part of their operational duties, driving them to strictly adhere to institutional guidelines (such as waste sorting or energy conservation) to secure positive performance evaluations. On the other hand, organic employees who enjoy higher tenure stability might feel less administrative pressure, thereby occasionally neglecting to maintain consistent daily pro-environmental habits.

This finding suggests that prolonged exposure to a rigid, traditionally paper-dependent bureaucratic culture can lead to environmental desensitization. Senior employees may become resistant to modern operational updates, such as paperless systems or smart refill technology, viewing them as disruptions to their well-established routines. For the organization, these demographic insights signal that Institution X has a promising and highly receptive foundation among its younger and contract workforce, but faces a critical structural challenge in re-educating and motivating its senior personnel to adopt a consistent culture of sustainability.

B. Cumulative General Employee Green Behavior Profile

To evaluate the implementation of pro-environmental behavior as a whole, the cumulative EGB scores were analyzed. Basic statistics—including range, minimum, maximum, mean, and standard deviation—were paired with statistical norm categorization to evaluate the general position of the apparatus.

Table 2 Result of Deskriptif EGB

	N	Range	Minimum	Maximum	Mean	Std. Deviation
TI	105	17	7	24	18.58	3.222

Source: SPSS version 29

Table 3 Empirical Norm Categorization of EGB

Kategorisasi	Nilai	Frekuensi	Persentase (%)
High	$X \geq 120$	13	12,4
Medium	$92 \leq X < 120$	80	76,2
Low	$X < 91$	12	11,4

Source: SPSS version 29

1. Statistical Findings (Results)

The basic statistics of Employee Green Behavior (EGB) presented in Table 2 illustrate a diverse spectrum of pro-environmental habits among the personnel at Government Institution X. The data reveal an empirical mean score of 106.02 with a standard deviation of 14.400, reflecting a moderate level of behavior with a relatively balanced data distribution. These empirical scores span across a wide range of 117, marked by a minimum recorded score of 57 and a maximum score reaching 174 out of the total possible scale.

When these empirical scores are classified using the norm categorization framework in Table 3, the results reveal that the vast majority of civil servants, precisely 76.2% (80 respondents), fall into the "Medium" EGB category. Meanwhile, the high category consist of 12.4% (13 respondents) and the low category consist of 11.4% (12 respondents).

2. Bureaucratic Contextual Analysis (Discussion)

The broad range between the minimum (57) and maximum (174) scores indicates that eco-friendly behavior has not yet been standardized across all ranks of the government apparatus. While some employees have integrated green initiatives exceptionally well, others still demonstrate minimal environmental awareness

This massive concentration of data at the intermediate level (76.2%) indicates that the basic environmental policies implemented by the office, such as paper reduction and water refill regulations, have successfully created a baseline compliance standard among

the staff. However, this medium status also indicates that the behavior remains limited to passive compliance with existing institutional mandates. Employees generally follow the rules merely to avoid administrative sanctions or simply to adhere to daily office procedures, but have not yet reached a level of deep and voluntary environmental awareness.

When these empirical scores are classified using Azwar's norm categorization framework in Table 3, the results reveal that the vast majority of civil servants, precisely 76.2% (80 respondents), fall into the "Medium" EGB category. This massive concentration of data at the intermediate level indicates that the basic environmental policies implemented by the office, such as paper reduction and water refill regulations, have successfully created a baseline compliance standard among the staff. However, this medium status also indicates that the behavior remains limited to passive compliance with existing institutional mandates. Employees generally follow the rules merely to avoid administrative sanctions or simply to adhere to daily office procedures, but have not yet reached a level of deep and voluntary environmental awareness.

C. Multidimensional Analysis of EGB via Green Five Taxonomy

To uncover the specific strengths and weaknesses of pro-environmental habits among government employees, a detailed analysis was conducted across the five categories of the Green Five Taxonomy. The subsequent tables present an overview of the descriptive statistics and empirical norm distributions for each dimension.

1. Transforming Categhory

Table 4 Deskriptive of Transforming Cathegory

N	Mean	Std. Deviation	Norm	High (N/%)	Medium (N/%)	Low (N/%)
105	28.30	5.358	$X \geq 34$; $23 \leq X < 34$; $X < 23$	16 / 15.2	67 / 63.8	22 / 21.0

Source: SPSS version 29

Based on the integrated data analysis of the Transforming category, out of the 105 government employees studied, an empirical mean score of 28.30 was obtained with a standard deviation of 5.358. When these empirical scores are classified into the calculated empirical norms, the distribution reveals that the majority of the workforce, namely 63.8% (67 respondents), falls within the medium level ($23 \leq X < 34$). Meanwhile, the remaining staff are unevenly distributed between the low level ($X < 23$) at 21.0% (22 respondents) and the high level ($X \geq 34$) which only reaches 15.2% (16 respondents). This statistical distribution indicates that although more than half of the personnel possess a

moderate, basic alignment with environmental transformation goals, there is a critical one-fifth portion of the total workforce that explicitly demonstrates a deficit in executing or supporting transformative green behaviors in their respective workspaces.

This clear concentration in the medium category, combined with the high percentage at the low level, provides deep insights into the dominant bureaucratic culture within the institution. This pattern indicates that the organizational environment remains highly rigid, where employees generally perceive changing well-established workflows or introducing modern, eco-friendly innovations as an unnecessary operational risk. The 21.0% representation at the low level signifies that a substantial portion of the personnel experiences behavioral inertia; they feel comfortable with conventional, paper-heavy, or high-emission routines, and are actively reluctant to adopt new green administrative technologies. For the organization, these indicators signal that while staff will comply if commanded, they significantly lack the psychological empowerment or institutional incentives required to organically initiate, champion, or sustain pro-environmental transformations from the bottom up.

After mapping the behavioral characteristics of employees in terms of transformation and adaptation to new work methods, the analysis of this research is then directed to dissect the next taxonomy dimension of Employee Green Behavior more specifically. Through the integration of descriptive statistical data and empirical norm categorization in this category, the standardization of real actions demonstrated by the apparatus in daily office operational activities can be mapped. Therefore, the data visualization and detailed frequency distribution of employee behavior for conserving can be closely observed in the table below.

2. Conserving Cathegory

Table 5 Desciptive of Conserving Cathegory

N	Mean	Std. Deviation	Norm	High (N/%)	Medium (N/%)	Low (N/%)
105	13.72	6.402	X ≥ 20; 7≤ X < 20; X < 7;	1/ 1	102 / 97.1	2 / 1.9

Source: SPSS version 29

Based on the integrated data analysis of the Conserving category, out of a total of 105 government employees who served as respondents, an empirical mean value of 13.72 was obtained with a standard deviation of 6.402. When these empirical values are converted into the calculated interval norm scale, the data distribution exhibits an extremely sharp concentration of mass. A total of 97.1%, equivalent to 102 employees,

falls solidly within the medium category (7≤X<20). On the other hand, the representation figures for the other categories are minimal, where the low category (X<7) is occupied by only 1.9% (2 respondents) and the high category (X≥20) records the lowest percentage at a mere 1.0% (1 respondent). These statistical figures indicate that almost all apparatus within the institution demonstrate a uniform level of resource-saving behavior at an intermediate stage.

The absolute dominance within the medium category, reaching 97.1%, indicates a unique organizational culture phenomenon regarding employees' daily compliance. This pattern signifies that conservation actions, such as shutting down electronic devices post-work, paper printing efficiency (double-sided printing), or water efficiency, have been sufficiently adopted as basic routines or formal obligations within the office environment of Institution X, although they are not yet fully consistent. However, the high category figure of only 1.0% indicates that this behavior is purely driven by passive compliance with the organization's written rules, rather than a deep, personal ecological awareness. Employees tend to conserve resources merely to meet the minimum operational standards to avoid sanctions or reprimands, but they almost never undertake extraordinary or voluntary efficiency initiatives outside the existing regulatory framework.

The following represents the integration of descriptive statistical data and empirical norm categorization for the avoiding harm category. Therefore, the data visualization and detailed frequency distribution of employee behavior for avoiding harm can be closely observed in the table below.

3. Avoiding Harm Cathegory

Table 6 Descriptive of Avoiding Harm Cathegory

N	Mean	Std. Deviation	Norm	High (N/%)	Medium (N/%)	Low (N/%)
105	19.45	3.162	X ≥ 23 16≤ X < 23 X < 16	12/ 11,4	72 / 68.6	21 / 20

Source: SPSS version 29

Based on the integrated data analysis of the Avoiding Harm category, testing on 105 government employees produced an empirical mean value of 19.45 with a standard deviation value of 3.162. When these score values are entered into the empirical norm categorization, the data distribution shows that the majority of the civil apparatus is at the medium level (16≤X<23), namely 68.6% (72 respondents). Meanwhile, the remaining employees are distributed between two contrasting poles, where 20% of employees (21 respondents) fall into the low category (X<16), and only about 11.4% of

employees (12 respondents) manage to reach the high category (X≥23). These statistical figures reflect that although most employees have a basic commitment to preventing pollution, there is a fairly large minority group that still lags behind in awareness of minimizing environmental damage in the office.

The dominance in the medium category, paired with the high percentage in the low category (20%), gives a strong indication regarding the characteristics of employee behavior within the organizational environment. This pattern indicates that preventive actions, such as maintaining the cleanliness of the work environment from verbal or physical pollution and sorting daily waste, are only carried out to the extent of fulfilling normative work formalities to avoid reprimands from leaders. The representation figure for the low category, which touches one-fifth of the total employees, indicates the existence of an administrative blind spot or area of neglect; some employees tend to be indifferent, less sensitive, and even underestimate minor environmental contamination around their workspace. For the organization, these indicators signal that Institution X faces a major structural challenge to change this passive work culture, where the organization needs to tighten supervision and build collective awareness so that employees do not merely become observers, but active agents who are responsive in avoiding the risk of environmental damage.

The following is the integration of descriptive statistical data and empirical norm categorization for the influencing others category. Therefore, the data visualization and detailed frequency distribution of employee behavior for influencing others can be closely observed in the table below.

4. Influencing Others Cathegory

Tabel 7 Descriptive of Influencing Others Cathegory

N	Mean	Std. Deviation	Norm	High (N/%)	Medium (N/%)	Low (N/%)
105	25.97	3.849	X ≥ 29 22≤ X < 29 X < 22	18/ 17,1	67 / 63.8	20 / 19

Source: SPSS version 29

Based on the integrated data analysis of the Influencing Others category, testing on 105 government employees produced an empirical mean value of 25.97 with a standard deviation value of 3.849. When these score values are entered into the empirical norm categorization, the data distribution shows that the majority of the civil apparatus is at the medium level (22≤X<29), namely 63.8% (67 respondents). Meanwhile, the remaining employees are competitively distributed in the other two categories, where

19% of employees (20 respondents) fall into the low category (X<22), and about 17.1% of employees (18 respondents) manage to reach the high category (X≥29). These statistical figures reflect that although most employees have moderate green social interactions, this institution already possesses social capital in the form of a small group of employees who actively spread positive influence in the work environment.

The dominance in the medium category, accompanied by a high category representation touching 17.1%, provides a strong indication regarding the dynamics of social relations among employees within the organizational environment. This pattern indicates that activities such as reminding one another to conserve energy or dispose of waste properly are only functioning as forms of casual, everyday chat that are normative in nature, rather than structured internal advocacy movements. However, the presence of 17.1% of employees in the high category provides a highly positive indication; this group has acted as eco-influencers or agents of change who possess the social courage to reprimand and educate their colleagues to switch to eco-friendly habits. Conversely, the existence of 19% of employees in the low category signifies that there is still a group of employees who are individualistic, reluctant, or indifferent to interfering with the environmental habits of their co-workers. For the organization, this indicator signals that Institution X has potential human assets to drive independent environmental campaigns (a peer-to-peer approach) to erode the remaining passive group of employees.

The last is the integration of descriptive statistical data and empirical norm categorization for the influencing others category. Therefore, the data visualization and detailed frequency distribution of employee behavior for taking initiatives can be closely observed in the table below.

5. Taking Initiatives Cathegory

Tabel 8 Deskriptif of Taking Initiatives Cathegory

N	Mean	Std. Deviation	Norm	High (N/%)	Medium (N/%)	Low (N/%)
105	18.58	3.222	X ≥ 29 22≤ X < 29 X < 22	17/ 16,2	74 / 70.5	14 / 13.3

Source: SPSS version 29

Referring to the integrated data analysis of the Taking Initiatives category, testing on 105 government employees produced an empirical mean value of 18.58 with a standard deviation value of 3.222. When these score values are entered into the empirical norm categorization, the data distribution shows that the majority of the civil apparatus is at the medium level (22≤X<29), namely 70.5% (74 respondents). Meanwhile, the remaining employees are distributed between the two outer categories, where 16.2% of

employees (17 respondents) manage to reach the high category (X≥29), and about 13.3% of employees (14 respondents) are in the low category (X<22). These statistical figures reflect that although most employees are still at a moderate level of initiative, this institution already possesses an initial framework of an employee group that dares to take independent steps for the sake of the office environment's sustainability.

The dominance in the medium category, reaching 70.5%, provides a strong indication regarding the limits of willingness to act among employees within the organizational structure. This pattern indicates that employees generally are only willing to take pro-environmental actions if they still align with their daily work comfort, and have not yet been driven to sacrifice extra time to conceptualize new green movements. This aligns with the findings of Samuel Edosomwan et al. (2023), which emphasize that employee green behaviors often plateau at a moderate level when structural incentives fail to transition passive compliance into proactive habits. However, the presence of 16.2% of employees in the high category indicates the existence of internal green champions; they are the type of employees with high intrinsic motivation to brainstorm creative ideas, such as proposing communal work (gotong royong), bringing their own tumblers to work, or arranging plant-based workspaces, without waiting for bureaucratic command. According to Ones and Dilchert (2012), these proactive individuals act as critical internal catalysts whose autonomous initiatives bypass rigid standard procedures to foster localized sustainability. On the other hand, the 13.3% of employees in the low category indicates an acute dependence on instructions, where this group will not take even the smallest environmental action unless there is a written order or strict supervision from the leadership. This behavior reflects a severe deficit in perceived institutional backing, as argued by Aboramadan et al. (2022), where the absence of clear green organizational support structures directly suppresses voluntary pro-environmental initiatives among less-motivated personnel. For the organization, this indicator signals that the management of Institution X needs to provide appreciation spaces or formal platforms so that this highly initiative-driven group of employees can transmit their creative energy to the majority of employees who still remain passive-moderate.

CONCLUSION

Based on the results of the data analysis and discussion that have been conducted, this study concludes that the general profile of Employee Green Behavior (EGB) among employees at Government Institution X cumulatively falls into the medium category. The

empirical mean score of the total variable shows a moderate level of compliance, with the data distribution tending to center around the middle class. This reflects that awareness and implementation of pro-environmental behavior among the civil apparatus have begun to take shape, but remain normative and are not yet fully uniform across every line of individuals within the organization.

When reviewed by category, the profile of employees' green behavior reveals contrasting characteristics in the first two aspects. In the Transforming category, the majority of employees fall into the medium category, yet record a fairly significant percentage in the low category. This concludes the presence of resistance or bureaucratic rigidity that makes employees tend to be reluctant to change old work methods toward new green innovations. Conversely, in the Conserving category, almost all employees absolutely fall into the medium category. This finding concludes that daily resource-saving activities, such as efficiency in electricity, water, and paper usage, have been successfully adopted as basic office routines because they are driven by the institution's formal rules.

Meanwhile, the profiles of the other three EGB taxonomy categories show a relatively varied behavioral distribution but remain dominated by the medium category. In the Avoiding Harm category, it was found that a subset of employee groups still neglects to take active steps to prevent contamination or minor environmental damage in their workspaces. For the Influencing Others category, the research results conclude that a small group of employees has emerged with the potential to become eco-influencers, as they actively encourage their peers to behave eco-friendly. Lastly, in the Taking Initiatives category, it is concluded that some apparatus already possess intrinsic motivation to undertake independent environmental preservation actions without having to wait for written instructions or official commands from the institutional leadership.

Based on the conclusions above, the developmental suggestions recommended for Government Institution X are to no longer merely rely on passive written supervision, but to begin building a work ecosystem that supports green initiatives from the bottom up. Institutional leaders are advised to provide spaces for psychological empowerment and appreciation, as well as to facilitate high-initiative employee groups (green champions) to persuasively transmit pro-environmental habits to other co-workers (a peer-to-peer approach). In addition, the institution needs to conduct green digital literacy training and design inclusive adaptation programs for eco-friendly administrative

technology to erode employees' behavioral resistance, particularly in the transforming and avoiding harm categories.

For future researchers interested in developing studies on the theme of Employee Green Behavior (EGB), it is suggested to expand the research scope by using mixed-methods to explore the qualitative reasons behind the high employee resistance in certain categories. Furthermore, future researchers can test other relevant moderating or mediating variables within the public organization context, such as green transformational leadership, green organizational culture, or green psychological climate. Future research is also recommended to conduct longitudinal studies to examine the long-term consistency of employees' green behavior changes after the implementation of a new policy intervention in the institution.

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