

Building an Environmentally Friendly Work Culture in Government Agencies Offices

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ABSTRACT

Building an environmentally friendly work culture is a form of contribution to environmental conservation through employee activities at work. The research aims to explore how to build an environmentally friendly work culture in government agency offices. This research is an exploratory qualitative research. The research informants consisted of six government employees or state civil servants who served in three government agency offices in three districts/cities in Central Java. The results of the exploration in this study are five things that are done in building an environmentally friendly work culture in government agency offices. First, compiling and implementing policy tools on environmentally friendly behavior in government agency offices. Second, strengthening the leadership's commitment and example in being environmentally friendly. Third, implementing various environmentally friendly programs and actions in the office, in the context of empowering and involving state civil servants in the office. Fourth, utilization of environmentally friendly office technology, and fifth, conducting socialization and training (education) on an environmentally friendly work culture to state civil servants.

Keywords: Work Culture, Environmentally Friendly, Office, Government Agencies

INTRODUCTION

Climate change is a serious global problem that poses many risks to the environment and people. This has become the world's attention, as evidenced by the agreement on the Sustainable Development Goals (SDGs), which is a global action plan agreed upon by world leaders, including Indonesia, to end poverty, reduce inequality and protect the environment. The SDGs contain 17 Goals and 169 Targets that are expected to be achieved by 2030. One of the pillars agreed upon is the pillar of environmental conservation. Although human activities are cited as a major cause of climate change and organizations significantly contribute to climate change, research examining green culture or behavior in the workplace is scarce. Human activity in the workplace has negative potential in environmental preservation. Therefore, an effort is needed to minimize the impact on the environment from human activities in the workplace. One effort that can be developed and developed is an environmentally friendly work culture in the workplace.

Many people do not realize that the success of a work that is rooted in these values begins with customs, habits, religion and other rules, becomes beliefs and then becomes a habit in people's behavior in carrying out the work. The values that have become a habit are called culture. Because culture is associated with higher levels of work quality, it is called work culture, both within and outside the organization (Pattipawae, 2011). Work culture is a view of life as values and traits, habits that recognize social morals and

behavioral norms that are based on belief in one's abilities and priorities (Widodo, 2020).

The development of an environmentally friendly work culture certainly needs to be carried out at all levels of world society. Including the development of an environmentally friendly work culture among government employees, in this case the State Civil Apparatus (ASN). ASN is a profession for civil servants and government employees with work agreements who work in government agencies. State civil servants who work in government agencies and public services certainly have a great moral responsibility to contribute to environmental conservation. The form of their contribution is in developing an environmentally friendly work culture in the agencies where they work.

Research on the work culture of government employees or the State Civil Apparatus (ASN) has been carried out quite a lot. Research on work culture related to other variables such as motivation, work discipline, productivity and employee performance is carried out in an explanatory way with a quantitative approach that has been carried out by several previous researchers (Adha et al., 2019; Hutajulu et al., 2021; Joni & Parella, 2020; Nur & Syam, 2020; Sedarmayanti & Rahadian, 2018; Wibawanto et al., 2021). While research on work culture in ASN is carried out using a descriptive quantitative approach, it has also been carried out by several researchers (Frinaldi, 2014; Taufiq et al., 2019). Research on work culture among State Civil Apparatuses with a

descriptive qualitative approach has also been carried out by Purnamasari (2015) and Maulina et al., (2020). From this argument it appears that previous studies have been carried out in the study of the work culture of the State Civil Apparatus (ASN) relating to their professional behavior. However, the study of the work culture of the State Civil Apparatus (ASN) in relation to an environmentally friendly culture has never been carried out by previous researchers.

Research on eco-friendly culture has been carried out quite a lot by previous researchers but in the context of community members (Hartono, 2013), students and educational institutions or schools (Melo et al., 2019; Meyer, 2015; Permana & Ulfatin, 2018; Rachman & Maryani, 2018; Rostini & Yani, 2019; Siswanto et al., 2019; Warju & Soenarto, 2017), and company (Manika et al., 2015; Norton et al., 2015; Tezel & Giritli, 2019; Ture & Ganesh, 2018; Yuriev et al., 2020). While research on environmentally friendly culture in government agencies has not been carried out by previous researchers.

Based on initial observations of the State Civil Apparatus (ASN) in government offices, it appears that they do not yet have good environmentally friendly behavior. This is shown by the fact that there are still many State Civil Apparatuses (ASN) who smoke in the office environment. In addition, there is still a lot of office waste production. The results of these observations are an indication of behavior that is not environmentally friendly towards employees in government agencies.

Environmentally friendly awareness and behavior has not yet become a work culture. However, efforts to build an environmentally friendly work culture have actually been carried out in several government agency offices, especially at the Environmental Services in districts/cities in Central Java.

Based on the results of previous research and the results of initial observations, the formulation of the research problem is what is the strategy for building an environmentally friendly culture in government agency offices? Meanwhile, the purpose of this research is to explore strategies for building an environmentally friendly work culture in government agency offices?

The theoretical benefit of this research is to support the theories and results of previous research on building an environmentally friendly work culture in the workplace. While the practical benefit is to provide a reference for the leadership and management of public service offices in an effort to develop and build an environmentally friendly work culture for office employees of government agencies.

RESEARCH METHODS

This type of research is exploratory research with a descriptive qualitative approach. The observation unit was carried out in three district/city government offices in Central Java. The data collection technique was through in-depth interviews with six research informants, who were heads of government agencies and staff of the State Civil Apparatus (ASN). The

unit of observation for this study was government agencies, in this case the City of Magelang Environmental Service (Informants A1 and A2), Surakarta City Environment Service (Informants B1 and B2), and Kudus Regency Environmental Service (Informants C1 and C2). The reason why the observation unit was carried out at the district/city Environmental Service office is because the Environmental Service is an agency that has duties in the area of environmental conservation.

Data processing techniques use qualitative data processing techniques which include: First, data reduction, which is simplification, classification, and removing unnecessary data in such a way that the data can produce meaningful information and facilitate drawing conclusions. The second stage, the presentation of data is an activity when a set of data is arranged systematically and is easy to understand, so as to provide the possibility of drawing conclusions. The form of presentation of qualitative data can be in the form of narrative text (in the form of field notes), matrices, graphs or charts. The third is drawing conclusions and verifying data, which is the final stage in qualitative data analysis techniques which is carried out by looking at the results of data reduction still referring to the analysis objectives to be achieved.

RESULTS AND DISCUSSION

To obtain data and information about how processes or activities are carried out in order to build an environmentally friendly work culture in government agency offices, in-depth interviews were conducted

with a number of research informants from three district/city government offices in Central Java. Presentation of results and discussion grouped based on exploration findings which include five steps or efforts made in the framework of building an environmentally friendly work culture, namely:

First, Develop and implement policy tools on environmentally friendly behavior in government agency offices.

These findings were obtained from interviews with several research informants. Informant A1 stated that:

"Usually from circular letters, from the mayor, it is shared with OPD. If it is more technical in nature, then we will make a guardianship, for example regarding a Perwali on B3 waste, for example, regarding environmental permits, permits regarding liquid waste management, regarding solid waste."

Informant A1's statement, continued and further clarified by Informant A2, stated that:

"This is a policy from the Ministry of Environment, so if we have a meeting like this the snacks don't use cardboard anymore, yes, we go back to the old days, this also uses tea in a glass. So it's paperless, reducing the use of cardboard. So we also usually have paperless meeting materials, we are given flash drives. Not hardcopy like this. So it's in pdf, word, basically soft files. So that's one way to reduce waste so that the office also has less waste."

In line with the statements of Informant A1 and Informant A2,

regarding the role of regulation in building an environmentally friendly work culture, Informant B1 stated

"The first thing we need is a guide, I see. So what sort of rule guide will the green office do next? Then what's the guide? For example, for energy saving, the guideline is that the main thing is to replace energy-efficient lamps, reduce it first, use enough air conditioning at a certain temperature, then use air ventilation...."

Still related to the role of rules and policies in building an environmentally friendly work culture, Informant C2 stated:

"Actually, the important thing is that there are rules, as a reference. In the future, it is hoped that for permits there will be certification, the same for certification for green buildings, but because there is no regulation from the regency regarding this matter, it cannot be implemented yet."

From several statements of research informants, it can be concluded that in building an environmentally friendly work culture in government agency offices a clear policy is needed. The policy can be in the form of regional leadership regulations, guidelines, or something else. The results of this interview are in line with several previous studies related to the need for regulations or policies to change people's behavior. Studies on the impact of implementing policies on behavior or culture in the school context are carried out by Solihuddin (2013) and Qisthi & Rahmadiyah (2018). Meanwhile research Tanan et al. (2021) The results show that there is an impact of implementing a policy

on human behavior in an environmentally friendly manner. Studies on the positive impact on behavior change after the implementation of a policy are also carried out by several researchers (Ferdik & Nasution, 2020; King, 2017; Maunah, 2016).

Second, Strengthening leadership commitment and exemplary behavior in environmentally friendly behavior. In building an environmentally friendly work culture in government agency offices, commitment and exemplary leadership are needed. This can be seen from the results of the interview where Informant B1 stated:

"The commitment from the mayor can become a rule for each agency, maybe this is our next stage, OK? Then when all related SKPD heads comply with the instructions from the mayor.

.... Oh yes, like in the city hall it has been implemented maybe the guardian was originally a smoker, but in the city hall he proclaimed that the city hall is smoke free so yes he himself has to be an example.

Then Informant B1 continued with the statement:

".... because of the example there, so if the leader wants to smoke in secret, we'll see, wow, that's just the leader like that, how about that. So the subordinates actually join in, not hide and seek anymore, but openly. "

Informant B1's statement, clarified by the statement of Informant B2 which stated that:

"But the commitment is already there. So this needs to be done at the employee's personal level,

because if not, it won't work. Because indeed the character earlier, the character was too late to be formed."

From the results of these interviews, it can be understood that the commitment and example of a leader is necessary in building a work culture in government offices. The role of leadership determines how the behavior of the employees they lead. The results of this study are in line with the results of previous studies. In connection with the leadership's role in building an environmentally friendly work culture, Xing & Starik (2017) mentions that leadership behavior can affect employees' environmental beliefs and their green behavior. This statement is also supported by research conducted by Lou (2019) who concludes that leadership factors are related to employees' environmentally friendly behavior. Hatta (2020) through a research suggests that the role of leadership is very influential in the management of natural resources and the environment. Research that examines the relationship between leadership commitment and environmentally friendly attitudes and behavior has also been carried out by several researchers (Ahmad et al., 2021; Kutzschbach et al., 2021; Paillé et al., 2019; Piovani, 2017).

Third, Carry out various environmentally friendly programs and actions in the office, in the context of empowering and involving state civil servants (ASN) in the office. In an effort to build an environmentally friendly work culture in government agency offices, various activities are needed that

directly involve employees in activities or actions with an environmentally friendly concept. This is evident from the results of interviews with research informants. Regarding environmentally friendly activities, Informant A1 stated:

"In our office, we are given a reward, but that's in the name of the trash bank. Being a garbage bank, he certainly gets results from it, so who wins the most collectors.... Again, I forgot that in our office there is a water reservoir, rainwater, so we collect the rainwater to water the plants. Actually, in the old office, all of us were complete."

Furthermore, Informant B1 also stated that:

"The task of our team in the cluster at OPD includes saving electricity, so later we will check if there is an electricity coordinator so later if we want to go home, we will check them one by one, whether they have died or not, it's Pak Parno who is in the general staffing section. There are also savings for monitoring the phone. If someone uses it for personal purposes, you are usually not allowed to. For the use of water, there must be a sticker above the water faucets, so we must immediately be on alert not to let it flow all the time."

Continuing the statement of Informant B1, Informant B2 stated:

"Solar cells exist, we use solar cells for the lights in the garden. But for the street lights it is the PU policy, the PJU part. There used to be a study about how we could save so much when we used LED lights, there was a meter and we also made a fuss with PLN."

Still related to environmentally friendly actions in government agency offices, Informant C1 stated:

"Want to add too, including for solar cells, we used to have the LH over there, across the road already using solar cells. Only the LH office until now. Infiltration water wells, biopores, including for the green house are also all there..."

....So all of our offices are required to come for the selection of green and clean according to the criteria that have been included in the green office. So the implementation of each office has indeed been carried out. There are many main indicators and they only pay attention to cleanliness issues, but after there is guidance."

Then Infoman C2 stated that:

"...the acceptance is held once a year. For example, there will be a commemoration on August 17th, so the LH office will make an announcement in public. So the bad ones will feel alone. What is related to the culture that refers to the green office is the Ministerial Regulation, right? Frankly, we

haven't referred to these regulations."

Informant C1 again stated that:

"Yesterday we attended a meeting in the province, from ESDM it was about energy saving, so there it is for energy and water savings, there is a program to conduct an energy audit program. The energy audit is ideally every 6 months, monitoring. So monitoring the use of electricity, water. So to check the electricity that was used in the last 3 months, has there been a decrease or not, water too, then yesterday there was also an administrator from Semarang. It is indeed good for energy saving for electricity and water."

From the results of the interviews, it was concluded that building an environmentally friendly work culture can be done by involving and empowering employees through various actions or activities. Some of these actions are presented in table 1 below:

Table 1. Environmentally friendly actions/activities in the context of empowering and involving employees in the office

No	Action/Activity
1	Carry out actions to save electricity in government offices and use environmentally friendly energy (solar cells).
2	Carry out an electrical energy audit.
3	Application and assessment of the concept of environmentally friendly buildings for government offices.
4	Carry out actions to reduce office waste with reduce, reuse and recycle programs.
5	Implementation of the eco-office program in order to realize paperless in government agency offices.
6	Expand the smoke-free area in the government office environment.
7	Take action to save clean water usage in government offices.
8	Carry out competitions in environmentally friendly behavior in the office and provide rewards.

Table 1 above shows several actions or activities in the context of

empowering and involving employees in environmentally

friendly behavior in the office. Empowerment and involvement can be done by initiating and implementing various environmentally friendly programs. These findings are certainly in line with and support previous studies. In an effort to build an environmentally friendly culture in government agency offices, supporting activities are needed in the form of energy saving actions (Kurdish, 2016; Umanilo et al., 2018). This action needs to be manifested in behavior and systems or utilizing energy saving technology. In terms of utilizing energy-saving technology, a study on planning the installation of air conditioners in a six-floor office building in Jakarta uses a VRF (Variable Refrigerant Flow) system with technology that has been equipped with a CPU and inverter compressor and has been proven to be reliable, energy efficient (Putra & Abrar, 2017). In addition to energy saving actions, it is also necessary to carry out an energy audit to evaluate and control the use of electrical energy. Application and assessment of the concept of environmentally friendly buildings (Green building) also needs to be done. Green building is an environmentally friendly building concept that has received special attention in various countries and has begun to be implemented in Indonesia (Darmanto & Wiguna, 2013). Actions for reducing and managing office waste also need to be carried out in order to build an environmentally friendly culture in government offices (Aziz & Febriardy, 2016; Shochib, 2017). In addition, actions to save clean water in the office also need to be carried

out in the context of conserving water resources (Purnomo, 2021; Yudo, 2018).

Fourth, Utilization of environmentally friendly office technology. In an effort to build an environmentally friendly work culture, it is necessary to implement various technologies with an environmentally friendly concept. This is evident from the results of interviews with research informants. Informant A1 suggested that

"For information on the meeting, we have used the WA group, if there is an invitation, one is photographed and then shared with friends so there is no need to reproduce it. We've done days like that when there are shares and ordered to pass, that's all it's done. Then another concrete example, even though this is a city policy, it is also implemented in our institution, which is called e-planning, budgeting."

Meanwhile Informant C1 also argued that:

"Regarding online, we are already using the WA group, if online correspondence is official yet, if online use an application from the district for example."

Informant C2 further stated that:

"There are also quite a lot of applications here, including for planning, e-planning, related to employee performance e-performance, related to reporting, this will only be reported via online. Finance also has applications, lots of them, sir. It handles a lot of people."

The results of the interviews understood that in order to build an

environmentally friendly work culture, it is necessary to apply and optimize various environmentally friendly information technologies that

can be used in completing work. Some of the information technology used in government agency offices is presented in table 2 below:

Table 2. Actions/activities in implementing environmentally friendly technology in offices

No	Actions / Activities
1	Optimizing the use of communication technology, for example Whatapps, email and others
2	Implementation of the E-Office System for managing electronic correspondence and filing.
3	Development, development and optimization of E-Government applications in government activities and services.
4	Utilization of an electronic employee performance appraisal system (E-Performance)
5	Utilization of electronic attendance for employees, and other applications.

Some of the findings presented in table 2 above show that the use of office technology is one of the efforts that needs to be made to build an environmentally friendly work culture in government agency offices. This is in accordance with the results of several previous studies. Utilization of environmentally friendly office technology (paperless office) can be done by utilizing information technology. Creation of letters and management of office records is done digitally or electronically. The practice of applying the eco office concept in conducting a paperless office has been photographed from various previous studies (Genesis & Oluwole, 2018; Indrajit et al., 2018; Onwubere, 2020; Orantes-Jimenez et al., 2015; Ugale et al., 2017). E-government also needs to increase its use. In the current era of disruption, the government encourages ministries/agencies to transform, previously all information was still manual into information that is presented electronically, this is intended so that all matters related to the duties and functions of these ministries/agencies become

transparent and can be accessed by the wider community, which has not been fully implemented in Indonesia. The application of the e-performance application system including electronic attendance is an effort that can shape employee culture in a government agency presented in research (Taufiq et al., 2019).

Fifth, Conduct socialization and training (education) about an environmentally friendly work culture for State Civil Apparatus (ASN). In order to build an environmentally friendly work culture, socialization, training or education efforts are needed for employees. This is evident from the results of interviews with research informants. In this case, Informant B 1 stated that:

"What I said earlier, the point is for us to protect the environment in terms of controlling and managing this with the green office, which is conservation. Our role is to encourage water and energy management and so on, it remains under control through these efforts, such as saving water through socialization and training."

Then Informant B2 stated that:

"...increasing capacity in it for socialization, upgrading knowledge and skills, grounding the importance of the environment to employees and also the community .."

Still related to this, Informant C1 stated that:

"As for the awareness process, yes, we do coaching regarding environmental friendliness little by little, maybe with small, trivial things, for example, by disposing of waste in its place. If it is disposed of in its place, it will be sorted later, little by little this will become a habit."

From these statements it can be understood that in order to build an environmentally friendly work culture, socialization and training efforts are needed to increase knowledge, awareness and environmentally friendly behavior among government employees. Some of the results of previous studies explain that effective communication and socialization can build an environmentally friendly culture in the workplace. This is confirmed in a study which explains that persuasive communication has been able to shape people's environmentally friendly behavior (Yohana & Marwuri, 2016). Apart from communication and outreach, training on how to behave in an environmentally friendly manner is what encourages the development of an environmentally friendly work culture in government offices. This is also evidenced by the results of research on the impact of training in the formation of environmentally

friendly behavior among teachers (Noviana et al., 2021). Other studies have shown that socialization and training are good suggestions in establishing an environmentally friendly culture and behavior (Rusdi et al., 2021).

CONCLUSION AND SUGGESTION

1. Based on the results of the exploration and discussion, it can be concluded that in an effort to build an environmentally friendly work culture in government agency offices, several activities can be carried out, namely first, compiling and implementing policy tools regarding environmentally friendly behavior in government agency offices. Second, strengthening the leadership's commitment and example in being environmentally friendly. Third, implementing various environmentally friendly programs and actions in the office, in the context of empowering and involving state civil servants (ASN) in the office. Fourth, Utilization of environmentally friendly office technology, and fifth, conducting outreach and training (education) on an environmentally friendly work culture to State Civil Apparatuses (ASN).
2. The results of this study have theoretical implications, namely to complement the results of research on work culture among the state civil apparatus (ASN) that has been conducted by Purnamasari (2015) and Maulina et al., (2020). However, this research has a difference, which is more specific

about an environmentally friendly work culture.

3. The applied implications of this research are expected to provide a reference for the government in contributing to realizing shared commitments as stated in the Sustainable Development Goals (SDGs) agreement, especially in the pillars of environmental conservation through office activities in government agencies.
4. The limitation of this research is that it only uses three units of observation so that it cannot comprehensively explore how to build an environmentally friendly culture in government agency offices. Future research is expected to involve more units of observation, and use different methods/approaches in order to produce a more comprehensive picture of an environmentally friendly work culture.

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