

# The Effect of Socially Responsible Human Resource Management (SRHRM), Research and Development (R&D) Effort on Training Effort and Its Impact on Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan

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**Abstract**— This study aims to prove and analyze the effect of Socially Responsible Human Resource Management (SHRRM) and Research and Development (R&D) Effort on Training Effort and Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan. And the effect of Training Effort on the variable Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan. This type of research is explanatory causal research which will explain the causal relationship between the research. The research population uses all employees at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan totaling 57 employees. The data analysis technique used the Structural Equation Model (SEM) tool. The results showed that Socially Responsible Human Resource Management (SHRRM) had an effect on Training Effort. Research and Development (R&D) Effort has an effect on Training Effort. Socially Responsible Human Resource Management (SHRRM) has an effect on the variable Organizational Citizenship Behavior for the Environment (OCBE). Research and Development (R&D) Effort has an effect on the variable Organizational Citizenship Behavior for the Environment (OCBE). And Training Effort has an effect on the variable Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan.

**Keywords**— Socially Responsible Human Resource Management (SRHRM), Research and Development (R&D) Effort, Training Effort, and Organizational Citizenship Behavior for the Environment (OCBE)

## I. BACKGROUND

The organization is a container in which there is a group of people with different characteristics, every activity in the organization is initiated and determined by the people who are members of the organization. Therefore, organizations need good management and capacity building of their human resources. So if an organization is supported by employees who have high loyalty and commitment to the organization, which is shown in the attitudes and behavior of employees at work. Positive behavior of employees or members of the organization will be able to support the achievement of individual and organizational goals for better organizational development.

The pattern of employee interaction within the organization must be supported by an awareness of the importance of caring for the environment. Therefore, organizations must be able to manage human resources as individual beings who have social responsibility. Because human survival cannot be separated from the environment around it, because the correlation between the two will create harmonization of life in the world. Caring for the environment by taking care of the natural surroundings is one of human efforts in preserving the earth as our home. If each of us can be more aware of environmental issues and be willing to participate, it can make a very big contribution not only for us today but also for generations to come. Human ignorance of the environment results in the world being polluted and can have a negative impact on health. This is due to the human perspective that sees nature as an object that can be manipulated, engineered and even exploited, so it cannot be denied that Indonesia is currently in the spotlight of various countries due to forest and land fires (karhutla) in several provinces.

One of the important concepts in human resource management is the application of the green business concept in the company, the green business concept has several aspects including a good image in the eyes of the community, there is cost savings by

reducing excessive use of resources, as well as participating in environmental conservation efforts for the future. better. In this regard, the concept of Organizational Citizenship Behavior for the Environment (OCBE), is a voluntary/pro-social behavior carried out by individuals that leads to environmental programs/activities in the organization that are not rewarded or required, without compensation or compensation (Lucia et al., 2017, Bonnie et al., 2009). In the service industry OCBE in practice includes waste reduction,

Several previous research results on OCBE showed a positive influence on performance, both employee performance and organizational performance. OCBE has a positive and significant influence on employee performance and OCBE also has a positive relationship with intrapreneurship (Ari et al., 2021, Petra et al., 2021). Interestingly, the same study conducted by Ari et al (2021) showed that OCBE had no positive effect on green performance appraisal (Ari et al., 2021).

In this study, research will be conducted on employee concern for the environment, especially in a company from a micro perspective, while research conducted by Hongdan, et al (2020) explores it from a macro perspective by involving the government. This study attempts to link that individual voluntary behavior to the environment in the company where he works can be realized if there is always an effort to train employees how to use resources within the company. These activities can certainly work if the management of human resources is centered on employees whose concept comes from corporate social responsibility. Thus, socially responsible human resource management helps to create a supportive and safe environment for employees (Shen and Benson, 2016). Employees are trained and able to adapt to changes in the business environment if the company also always carries out research and development activities so that employee knowledge is always updated from time to time (Martinez, et al., 2020).

## II. LITERATUR REVIEW AND HYPOTHESES

In the process of achieving goals in an organization, it cannot be separated from the participation of an employee, whether or not an employee is successful or not, an employee has a big role in this. However, whatever the result depends on the good management of human resources, especially on aspects of behavior that become a person's character or personality.

A person's personality needs to be considered properly so that the organization can easily control it in accordance with its wishes in achieving a goal, in addition to making it easier for the organization to control it also indirectly trains an employee to have the skills to respond to changes that occur, both in the internal environment and in the external environment. .

### 2.1 Social cognitive theory

Social cognitive theory (Social Cognitive Theory) as a grand-theory. Social cognitive theory or science (Social Cognitive Theory) essentially bases its studies on behavioral science itself, which was developed with its focus on human behavior specifically regarding psychological and social aspects.

According to Wood and Bandura (1989) states that social cognitive is a field of study that analyzes psychosocial functions in which there are aspects of behavior, cognitive, and other personality factors and environmental events as determinants of reciprocal influences that influence each other in two directions. Thus, it can be concluded that social cognition is a psychosocial study that is influenced by behavioral factors and environmental phenomena, where the behavior is a response to environmental effects and influences each other and ultimately forms a mindset and individual emotional responses.

Within the organization, of course, there are important factors in the application of Social Cognitive Theory (SCT), so that it can support the effectiveness of its application in achieving organizational goals. There are three important aspects of Social Cognitive Theory (SCT) in organizations that must receive special attention, namely those relating to the development of cognitive, social and behavioral abilities through skills in modeling, developing confidence in abilities so that they can effectively realize talents, and lastly through the target system for increased motivation. (Bandura., 1988; Wood and Bandura., 1989).

### 2.2 Socially Responsible Human Resource Management (SHRRM)

The concept of Socially Responsible Human Resource Management (SRHRM) was first introduced by (Jie et al., 2011). Socially Responsible Human Resource Management (SHRRM) is the management of human resources that are pro-social or care about the environment. It focuses more on character building based on CSR interests.

Hongdan et al (2020) suggest that Socially Responsible Human Resource Management (SHRRM) helps create an environment that supports security for employees through the HRM module. The implementation of Socially Responsible Human Resource Management (SRHRM) is a barometer of the importance of CSR in building a successful organization (Edyta et al., 2019).

Basically Socially Responsible Human Resource Management (SHRRM) refers to the character development of employees towards social changes that have an impact on the environment. So that employees are able to create empathy towards achieving organizational goals and sustainability in protecting the environment.

### 2.3 Research And Development (R&D) Effort

Research And Development (R&D) Effort is a study to improve and improve and test systems within the organization to remain effective in achieving a goal. In other words, Research and Development (R&D) Effort is an effort made to find new things to support the interests of the organization.

Sugiyono (2016: 407) Research And Development (R&D) is a research method used in order to produce certain products and test

their effectiveness. According to Arnifa et al (2010) suggested that Research And Development (R&D) is an activity to obtain an important and innovative source of knowledge. Knowledge generated from Research And Development (R&D) is used to improve production processes and to develop products and services that have positive value.

Fairuz et al (2020) define Research and Development (R&D) as a method for increasing human knowledge, culture, and social development and for creating new knowledge with specific practical goals. So it can be concluded that Research And Development (R&D) is an activity that is sought to gain new knowledge and to develop quality with certain goals.

From the several definitions that have been put forward, it can be concluded that Research And Development (R&D) is an effort to gain new, innovative knowledge.

### 2.4 Training or Training Effort

Training or training is an effort to develop and improve the ability of an employee. According to Marsel (2021), training is the need to develop employee participation in participating in various quality and process improvements. Meanwhile, according to Neichirwan et al (2021) stated that training is an important part of HRM, and it has become increasingly important to develop staff activities and support them in developing physical abilities and mindsets related to subjects and ideas and the main goal is to increase productivity.

Agus et al (2021) Training is a process to create and equip employees by honing their skills, abilities, knowledge and behavior, meaning that training will shape employee behavior as expected by the company. Training provides employees with many of the skills and knowledge necessary for participation in continuous improvement activities (Marsel., 2021).

Simply put, if an employee is trained, it will automatically produce good performance. According to Marsel (2021), an employee who is well trained and committed tends to work more effectively and efficiently to improve performance. Training does not tend to physical abilities, but is broader than that. According to Neichirwan et al (2021) which states that training is not only physical and mental training to achieve organizational goals, but training is a way to create many skilled people or employees.

### 2.5 Organizational Citizenship Behavior for the Environment (OCBE)

*Organizational Citizenship Behavior for the Environment* (OCBE) is the voluntary behavior of an employee who acts outside his duties or responsibilities and has a positive impact on the environment. This is able to have a good effect on the organization in achieving a goal, so that behavior like this can be instilled in every employee in an organization. Both for internal and external interests.

Ari et al (2021) stated that Organizational Citizenship Behavior for the Environment (OCBE) is the behavior of a person or employee who voluntarily (not forced action) towards things that prioritize the interests of the company and environmental sustainability. A similar opinion was expressed by Yahshini et al (2019) that Organizational Citizenship Behavior for the Environment (OCBE) is an individual's will to contribute to the organization to seek behavior outside of work responsibilities and to contribute to environmental preservation.

Ricka et al (2019) stated that Organizational Citizenship Behavior for the Environment (OCBE) is the behavior of someone who is not in the reward system and this behavior provides benefits to the environment in the organization. Simply put, Organizational Citizenship Behavior for the Environment (OCBE) is a voluntary action that is carried out outside the assigned task and without coercion from any party and from this action it provides positive benefits to the environment. Organizational Citizenship Behavior for the Environment (OCBE) is voluntary behavior that is not rewarded but exceeds job requirements in organizational settings (Petra et al., 2020).

## 2.6 Conceptual Framework and Hypotheses

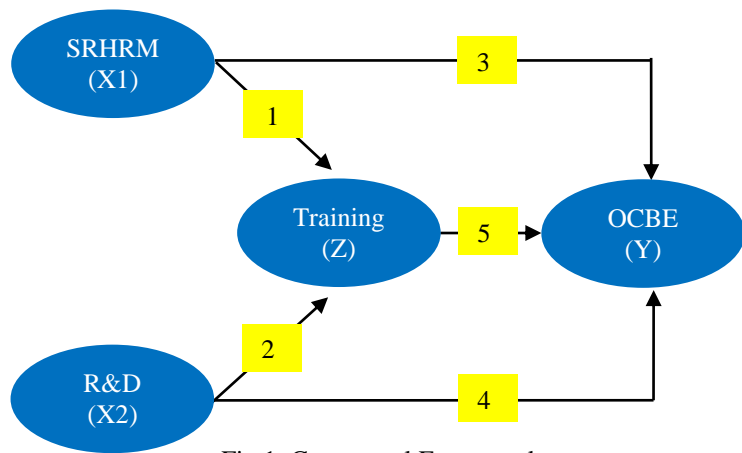


Fig 1. Conceptual Framework

Based on the conceptual framework above, the hypothesis in this study is as follows:

- H1: Socially Responsible Human Resource Management (SHRRM) has an effect on Training Effort at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan.
- H2: Research and Development (R&D) effort has an effect on Training Effort at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan.
- H3: Socially Responsible Human Resource Management (SHRRM) has an effect on Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan.
- H4: Research and Development (R&D) effort has an effect on Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan.
- H5: Training Effort has an effect on Organizational Citizenship Behavior for the Environment (OCBE) at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan.

### III. RESEARCH METHODS

This research is a quantitative research with explanatory causal research type. The population in this study were all employees at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan totaling 57 employees. The sampling technique used is total sampling (saturated sampling or census), by using all members of the population as a number of 57 respondents. In this study, the tool used to analyze the data was using the Structural Equation Model (SEM), then the Partial Least Square (PLS) program was used.

### IV. Results and Discussion

#### 4.1 Characteristics of Respondents

Broadly speaking, respondents with gender characteristics are male with a total of 35 people (61.4%), while respondents who are female are 22 people (38.6%).

Table 1. Characteristics by Gender of Respondents

Gender	Number of Respondents	Percentage (%)
Man	35	61.4
Woman	22	38.6
Total	57	100.0

Then the characteristics of respondents based on age, namely respondents aged around 20 - 30 years with a total of 27 people (47.4%), while respondents aged 31 - 40 years were 24 people (42.1%), and the remaining 6 respondents (10.5%) had ages around 41-50 years.

Table 2. Characteristics Based on Respondents Age

Age	Number of Respondents	Percentage (%)
20 - 30 yrs	27	47.4
31 - 40 yrs	24	42.1
41 - 50 yrs	6	10.5
Total	57	100.0

Furthermore, the characteristics of respondents based on education, respondents with education S1 with a number of 33 people (57.9%), while respondents who are educated S2 there are 14 people (24.6%), and the remaining 5 respondents (8.8%) each have a high school education and a doctoral degree.

Table 3. Characteristics Based on Respondents' Education

Education	Number of Respondents	Percentage (%)
senior High School	5	8.8
S1	33	57.9
S2	14	24.6
S3	5	8.8
Total	57	100.0

#### 4.2 Instrument Test Results

*Rule of thumb* used to assess the validity of the convergent, namely the loading factor value of more than 0.70, but the loading factor value of 0.5-0.6 is still considered sufficient. Based on the convergent validity test, it is known that all indicators in each statement are declared valid as a measuring tool for the construct so that all indicators are feasible or valid to be used and can be used for further analysis, because all of them have convergent validity values above 0.5.

Table 1. Validity Test (Convergent Validity)

	Items	original sample estimate	P-Values
<b>SRHRM (X<sub>1</sub>)</b>	X1.1.1	0.749	0.000
	X1.1.2	0.673	0.000
	X1.1.3	0.881	0.000
	X1.2.1	0.814	0.000
	X1.2.2	0.834	0.000
	X1.2.3	0.767	0.000
	X1.3.1	0.792	0.000
	X1.3.2	0.795	0.000
	X1.3.3	0.818	0.000
<b>R&amp;D (X<sub>2</sub>)</b>	X2.1.1	0.663	0.000
	X2.1.2	0.656	0.000
	X2.1.3	0.655	0.000
	X2.2.1	0.797	0.000
	X2.2.2	0.799	0.000
	X2.2.3	0.743	0.000
	X2.3.1	0.781	0.000
	X2.3.2	0.726	0.000
	X2.3.3	0.791	0.000
	X2.4.1	0.780	0.000
	X2.4.2	0.812	0.000
	X2.4.3	0.763	0.000
	X2.5.1	0.734	0.000
	X2.5.2	0.774	0.000
	X2.5.3	0.800	0.000
<b>TRAINING (Z)</b>	Z1.1.1	0.780	0.000
	Z1.1.2	0.810	0.000
	Z1.1.3	0.811	0.000
	Z1.2.1	0.797	0.000

	Z1.2.2	0.759	0.000
	Z1.2.3	0.782	0.000
	Z1.3.1	0.838	0.000
	Z1.3.2	0.808	0.000
	Z1.3.3	0.728	0.000
OCBE (Y)	Y1.1.1	0.732	0.000
	Y1.1.2	0.717	0.000
	Y1.1.3	0.806	0.000
	Y1.2.1	0.820	0.000
	Y1.2.2	0.765	0.000
	Y1.2.3	0.772	0.000
	Y1.3.1	0.790	0.000
	Y1.3.2	0.804	0.000
	Y1.3.3	0.841	0.000

In addition to observing cross loading, discriminant validity can also be determined through another method, namely by using AVE. AVE aims to determine that the construct variable has a good discriminant validity value. The average variance extracted (AVE) value must be greater than 0.5. The result of the AVE value for the indicator block that measures the construct can be expressed down good discriminant validity value because the AVE value is > 0.5. This means that all construct variables are declared to have good discriminant validity.

Table 2. Test Results Discriminant Vaidity AVE

Variable	AVE	Description
(X1)	0.629	Valid
(X2)	0.573	Valid
(Z)	0.626	Valid
(Y)	0.615	Valid

Composite reliability is the acceptable limit value. A good level of composite reliability ( $\rho_c$ ) is 0.7. The following is the composite reliability value of each variable used in this study. It can be seen that the composite reliability value of all research variables is > 0.70. These results indicate that each variable has met composite reliability so that it can be concluded that all variables are adequate in measuring the measured latent variables/constructs so that they can be used in further analysis.

Table 3. Composite reliability

	Composite Reliability
SRHRM (X1)	0.938
R&D Effort (X2)	0.960
Training Effort (Z)	0.938
OCBE (Y)	0.935

The reliability test with composite reliability above can be strengthened by using the Cronbach alpha value. The Cronbach Alpha value is greater than 0.6. The following is the Cronbach alpha value of each variable. Cronbach alpha value of each research variable is > 0.60. Thus these results can indicate that each research variable has met the requirements of the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Table 4. Composite reliability

	Cronbach Alpha
SRHRM (X1)	0.926
R&D Effort (X2)	0.956
Training Effort (Z)	0.925
OCBE (Y)	0.921

### 4.3 Inner Model Test

In this study, to test the research hypothesis, Partial Least Square (PLS) analysis was used with the SmartPLS program.

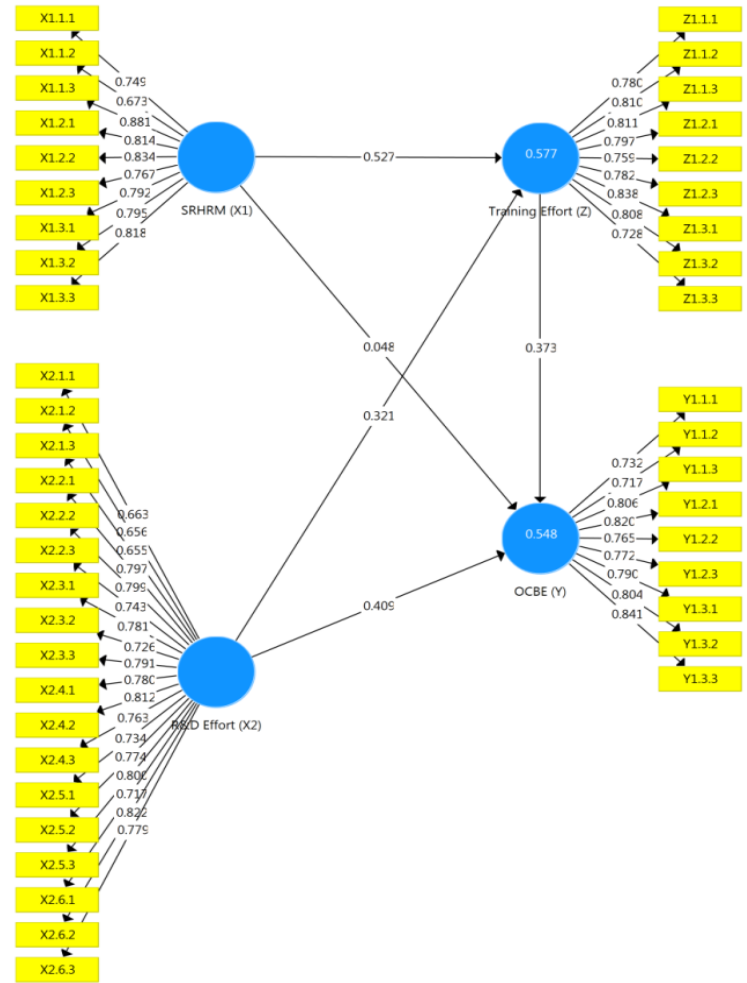


Fig 2. PLS Research Model

The results of the inner weight values above show that the Training Effort variable is influenced by the Socially Responsible Resource Management (SHRRM) and Research and Development (R&D) variables, while the Organizational Citizenship Behavior for the Environment (OCBE) variable is influenced by the Socially Responsible Resource Management (SHRRM), Research and Development (R&D), and Training Effort which are described in the following structural equation:

$$Z = 0.527 X1 + 0.321 X2$$

$$Y = 0.048 X1 + 0.409 X2 + 0.373 Z$$

Table 5. R Square Value

Variable	R Square
(Z)	0.577
(Y)	0.548

### 4.4 Hypothesis test

Judging from the influence of exogenous variables on endogenous variables, how to assess it if  $t_{statistics} > t_{critical}(1.96)$  then the exogenous variable is declared to have a significant influence on the indogenous variable as follows:

Table 6. Hypothesis Test

	Original Sample	T Statistics	Critical T	Note:
(X1) → (Z)	0.527	3,431	1.96	Significant

(X2) → (Z)	0.321	2,089	1.96	Significant
(X1) → (Y)	0.048	0.329	1.96	Not significant
(X2) → (Y)	0.409	2.458	1.96	Significant
(Z) → (Y)	0.373	2.496	1.96	Significant

1. *Socially Responsible Human Resource Management (SHRRM)* in Training Effort is to have statistics > critical (3.431 > 1.96) means that Socially Responsible Human Resource Management (SHRRM) has a significant effect on Training Effort.
2. *Research and Development (R&D)* effort in Training Effort is to have statistics > critical (2,089 > 1.96) means that Research and Development (R&D) effort has a significant effect on Training Effort.
3. *Socially Responsible Human Resource Management (SHRRM)* in Organizational Citizenship Behavior for the Environment (OCBE) is to have statistics > critical (0.329 > 1.96) means that Socially Responsible Human Resource Management (SHRRM) has no significant effect on Organizational Citizenship Behavior for the Environment (OCBE).
4. *Research and Development (R&D)* effort in Organizational Citizenship Behavior for the Environment (OCBE) is to have statistics > critical (2.458 > 1.96) means that Research and Development (R&D) effort has a significant effect on Organizational Citizenship Behavior for the Environment (OCBE).
5. *Training Effort* in Organizational Citizenship Behavior for the Environment (OCBE) is to have statistics > critical (2.496 > 1.96) means that Training Effort has a significant effect on Organizational Citizenship Behavior for the Environment (OCBE).

## V. CONCLUSION

The results of the first model test in this study were able to explain the relationship between *Socially Responsible Human Resource Management (SHRRM)* with Training Effort. the conclusion is that the implementation of Socially Responsible Human Resource Management (SHRRM) or human resource management based on social responsibility is very effective and good in an effort to conduct training to increase the ability and social awareness of employees at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan. This finding supports the results of previous research conducted by Angel Martinez-Shancez et al (2020) where the results explain that there is a strong mediating effect between HR flexibility and training so as to create innovative performance in a company. This finding also supports the results of previous research conducted by Ari Saputro et al (2021) which states that there is a very strong correlation between HRM who care about social issues and the application of socially based training can create good performance for employees. This finding also supports the findings of previous research conducted by Nechirwan Burhan Ismael et al (2020) which stated that training and development can give rise to progress for organizations so that companies can achieve goals effectively. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. This finding also supports the findings of previous research conducted by Nechirwan Burhan Ismael et al (2020) which stated that training and development can give rise to progress for organizations so that companies can achieve goals effectively. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. This finding also supports the findings of previous research conducted by Nechirwan Burhan Ismael et al (2020) which stated that training and development can give rise to progress for organizations so that companies can achieve goals effectively. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above.

The results of the second model test in this study, were able to explain the relationship between *Research and Development (R&D)* effort with Training Effort. The conclusion is that the application of Research and Development (R&D) Effort or efforts to implement research and development is very effective and good as a reference for implementation or training efforts to improve the abilities or skills possessed by employees at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan. This finding supports the results of previous research conducted by Angel Martinez-Shancez et al (2020) where the results explain that there is a very strong effect between Research and Development (R&D) Effort or efforts to implement research and development with training so as to create innovative performance in a company. This finding also supports the results of previous research conducted by Nechirwan Burhan Ismael et al (2020) which states that training and development can give birth to progress for organizations so that companies can achieve goals effectively. This finding also supports the results of previous research conducted by Martin Magidi et al (2020) stating that training is very important as an effort in the assessment process to improve the quality of an employee's skills. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. This finding also supports the results of previous research conducted by Martin Magidi et al (2020) stating that training is very important as an effort in the assessment process to improve the quality of an employee's skills. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. This finding also supports the results of previous research conducted by Martin Magidi et al (2020) stating that training is very important as an effort in the assessment process to improve the quality of an employee's skills. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. This finding also supports the results of previous research conducted by Martin Magidi et al (2020) stating that training is very important as an effort in the assessment process to improve the quality of an employee's skills. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above.

The results of the third model test in this study were unable to explain the relationship between Socially Responsible Human Resource Management (SHRRM) with Organizational Citizenship Behavior for the Environment (OCBE). The conclusion is that although the company implements Socially Responsible Human Resource Management (SHRRM) or human resource management based on social responsibility, it does not have a good effect on employees to create Organizational Citizenship Behavior for the Environment (OCBE) or voluntary behavior that leads to on environmental awareness, this is due to a lack of knowledge of voluntary pro-social and environmental behaviors or actions, the second thing is the high sense of employee egoism that results in no awareness of the importance of Organizational Citizenship Behavior for the Environment (OCBE) or voluntary behavior that leads to environmental awareness. So that in an effort to implement Socially Responsible Human Resource Management (SHRRM) or human resource management based on social responsibility implemented by PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan is not effective. The findings of this study do not support or reject the results of research conducted by Alexander Newman et al (2015) where Socially Responsible Human Resource Management (SHRRM) has a direct impact on Employees' Organizational Citizenship Behavior. The results of the study of Danping Shao et al (2019) also prove that SRHRM can increase OCB. Neither support nor reject the results of research conducted by Farid Ahammad Sobhani et al (2021) which states that SRHRM significantly affects employee OCB. The same thing was also stated by Hongdan Zhao et al (2020) that SRHRM has a positive impact on OCBE, and moral reflection fully mediates the relationship between SRHRM and OCBE. Junqian He et al (2021) stated that SRHRM significantly affects employee OCB. Sadman Rana Rakin et al (2020) proved that SRHRM was positively related to environmental performance. Yahshini Silvester et al (2019) green HRM practices have a significant impact on OCBE in employees. It can be concluded that the results of this study as a whole do not support or reject the results of the previous studies mentioned above.

The results of the fourth model test in this study, were able to explain the relationship between Research and Development (R&D) efforts with Organizational Citizenship Behavior for the Environment (OCBE). The conclusion is that the application of Research and Development (R&D) Effort or efforts to implement research and development is very effective and good for improving the Organizational Citizenship Behavior for the Environment (OCBE) of employees or creating voluntary behavior that leads to awareness related to the environment at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan. This finding supports the results of previous research conducted by Angel Martinez-Shancez et al (2020) where the results explain that there is a very strong effect between Research and Development (R&D) Effort or efforts to implement research and development so as to create innovative performance of HR in a company. This finding also supports the results of previous research conducted by Nechirwan Burhan Ismael et al (2020) which states that development programs can give birth to progress for organizations so that companies can achieve goals effectively. This finding also supports the results of previous research conducted by Martin Magidi et al (2020) stating that the importance of efforts to improve the quality of skills so that through standardization of improving the quality of skills employees have competitiveness and environmental awareness. as an effort in the assessment process to improve the quality of an employee's skills. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above.

The results of the fifth model test in this study, were able to explain the relationship between Training Effort with Citizenship Behavior for the Environment (OCBE). The conclusion is that the implementation of Training Effort or efforts to provide training to employees is very effective and good for improving the Organizational Citizenship Behavior for the Environment (OCBE) of employees or creating voluntary behavior that leads to environmental awareness at PT. Bank Mandiri (Persero) Tbk. KCP Pamekasan. This finding is in line with the results of research conducted by Agus Purwanto et al (2021) which states that training and development have an effect on increasing employee performance. Angel Martinez-Shancez et al (2020) where the results explain that there is a very strong effect between efforts to provide training in order to create innovative performance of HR in a company. This finding also agrees with Marcel F. van Assen (2021) who stated that the impact of providing training is the creation of continuous improvement in employees. Martin Magidi et al (2020) revealed that providing training to employees is able to improve the quality of skills and competitiveness of the employees themselves. Nechirwan Burhan Ismael et al (2020) stated that training programs can make progress for organizations so that companies can achieve goals effectively. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. Martin Magidi et al (2020) revealed that providing training to employees is able to improve the quality of skills and competitiveness of the employees themselves. Nechirwan Burhan Ismael et al (2020) stated that training programs can make progress for organizations so that companies can achieve goals effectively. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above. Martin Magidi et al (2020) revealed that providing training to employees is able to improve the quality of skills and competitiveness of the employees themselves. Nechirwan Burhan Ismael et al (2020) stated that training programs can make progress for organizations so that companies can achieve goals effectively. It can be concluded that the results of this study as a whole support the results of previous studies that have been mentioned above.

## VI. RECOMMENDATION

For further research, it is expected to add or develop other variables apart from the variables used in this study which are thought to affect Training Effort and Organizational Citizenship

Behavior for the Environment such as Green Transformational Leadership, Green Innovation, Green Performance Employees, and others.

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