

The Relationship of Organizational Culture, Environmental Concern, Knowledge of Regulations, and Intention to Use Electric Vehicles

Hery Susanto¹, Nadiroh² and Henita Rahmayanti³

Abstract

The objectives of this research are to identify the essential factors related to the intention to use electric vehicles and the ways to improve them. This research analyzed and tested 3 factors, which included Organizational Culture, Environmental Concern, and Knowledge of Regulations on Intention to Use Electric Vehicles. The mixed methods approach of the research involved a convergence of quantitative and qualitative techniques. In addition to observation and documentation, in-depth interviews were used to gather data for the qualitative approach with people who have an impact on Indonesians' propensity to utilize electric vehicles. The stages of qualitative data analysis included reducing, visualizing, and checking data. Meanwhile, 100 managers from the Jakarta Governor's Office answered questionnaires to collect data for the quantitative method, using partial least squares (PLS) to analyze. The results of the study showed that qualitatively, there were significant 3 factors that increased the Intention to Use Electric Vehicles, which included Organizational Culture, Environmental Concern, and Knowledge of Regulations. This result demonstrated that these factors had a noteworthy correlation. It was found that organizational culture, environmental concerns, and knowledge of regulations have a positive and significant impact on electric vehicle intentions. The positive association between organizational culture and the intention to drive an electric vehicle is mediated by environmental concerns.

Keywords: Organizational Culture, Environmental Concern, Knowledge of Regulation, Intention to Use, Electric Vehicles

INTRODUCTION

The following are the primary elements influencing the decision to utilize an electric vehicle: demographics, psychological benefits, consumer education, and environmental concerns (Nurhadi, Riyadi, Rozikin, & Nuh, 2024; Sang & Bekhet, 2015). The ability of consumers to manage their finances and seek advice is crucial when it comes to deciding whether or not they want to buy an electric vehicle (Nurhadi et al., 2024; Tu & Yang, 2019). The purpose of the customer to purchase an electric vehicle is significantly influenced by the perceived value, the consumer efficacy, the attitude, the resulting awareness, and the subjective norms (Jayasingh, Girija, & Arunkumar, 2021; Rozikin, Riyadi, & Mukminin, 2024). The roles of attitudes, subjective norms, environmental awareness, and financial incentives additionally have a significant influence on the adoption of battery electric vehicles (Rozikin, Riyadi, & Achmadi, 2024; Saputra & Andajani, 2023). Concern for the environment and perceptions of environmental policies influence the intentions to purchase electric vehicles (Indah, Astutik, Riyadi, Zauhar, & Haryono, 2024; Lai, Liu, Sun, Zhang, & Xu, 2015). These studies show that environmental factors and policy perceptions are the main drivers of consumer behavior toward electric vehicles. Moreover, these electric vehicles need charging for their power, which may also impact the utilization of electric vehicles in business enterprises, highlighting the importance of organizational support and infrastructure development (Maciulis, Konstantinaviciute, & Pilinkiene, 2018; Septiyanto, Riyadi, Saleh, MM, & DPA, 2024).

In addition, the perception of environmental risk influences the use of electric vehicles, which has a significant impact on promoting environmentally friendly behavior. (Bockarjova & Steg, 2014; Purboyo, Riyadi, Irawan, & Inkiriwang, 2024). The decision to use electric vehicles is driven by a variety of interplaying factors, including individual attitude, environmental concern, organizational support, and knowledge of regulations (B. Sl. Riyadi, 2024). Understanding these factors is critical in order to promote the introduction of electric vehicles and the transition to more sustainable transportation systems (Chandra & Riyadi, 2024). Several factors influence the

¹ Universitas Negeri Jakarta. Doctoral Program of Environmental Science. Jakarta Indonesia. E-mail: hery_9908922003@mhs.unj.ac.id

² Universitas Negeri Jakarta. Indonesia. E-mail: nadiroh@unj.ac.id

³ Universitas Negeri Jakarta. Indonesia. E-mail: henita.rahmayanti@unj.ac.id

choice of electric vehicles, including organizational culture, environmental concerns, knowledge of regulations, and individual attitudes (B. S. Riyadi, 2024).

The following research questions have been developed based on the summary of previous studies and phenomena: How can Indonesians increase their intention to use electric vehicles? What are the critical elements, and how do they relate to each other? The purpose of this study is first to identify the critical variables and then to examine and evaluate how these variables affect the intention to use electric vehicles.

LITERATURE REVIEW

Organizational Culture

A group of shared attitudes, customs, behaviors, and beliefs make up an organization's culture that guides the way members of an organization think and act in an organizational context (Jong, Wu, & So, 2020). It encompasses a range of elements that influence employee behavior and define corporate identity, including strategic plans, leadership style, organizational climate, reward structure, and core values (Gelencsér, Végvári, & Szentgróti, 2020). This culture, which is shaped by the desired organizational culture and the intrinsic values, beliefs, and attitudes, is created through the interactions between the employees (Dharma, Hady, Lusiana, Ridwan, & Mulyani, 2023). The importance of organizational culture lies in its role as a reservoir of collective meaning within an organization, determining individual and collective actions and decisions (Janicijevic, 2013). It is a fundamental element that influences organizational performance, as it guides people, activities, actions, and changes toward shared goals (Xuan, Hao, & Phuc, 2019).

Additionally, organizational culture is critical to the effectiveness and sustainability of organizations, as it impacts employee commitment, job satisfaction, and overall performance (Aji, 2020). Organizational culture is dynamic, and it can be actively managed and changed by leaders in an organization (Kulvinskienė & Šeimienė, 2009). This is a key factor in encouraging knowledge management in organizations, contributing to innovation and sustainable development (Mingaleva et al., 2022; Rai, 2011). The culture of an organization is also related to its effectiveness, with traits such as engagement, consistency, adaptability, and mission that play essential roles in determining organizational success (Denison & Mishra, 1995). Organizational culture is a multifaceted concept that encompasses the shared beliefs, values, and norms within an organization which influence behavior, performance, and overall success. It is a dynamic entity that can be shaped and actively managed to drive innovation, sustainability, and organizational effectiveness.

Environmental Concern

Individuals' shared attitudes towards the environment, which represent their concerns about environmental threats, are referred to as environmental concerns (Tekin & Çoknaz, 2022). It includes care about the environment and helps protect it (Dunlap & York, 2008). These concerns may be influenced by personal environmental norms, which in turn influence their intention and behavior, such as in purchasing environmentally friendly products (Tekin & Çoknaz, 2022). Environmental concern is a multidimensional concept that involves various factors such as values, attitudes, and behavior (Fransson & Gärling, 1999). Moreover, factors such as personal norms, national income, and connection to nature can influence environmental concerns (Dornhoff, Sothmann, Fiebelkorn, & Menzel, 2019; Lo, 2016). Research shows that women tend to demonstrate more vital pro-environmental values and attitudes than men (H. Zhang, Xu, & Xiao, 2014). Eco-mom theory suggests that women may show more significant concern for the environment because of their role as caregivers (Price & Bohon, 2019). However, concern for the environment is not limited to specific groups or individuals who adhere to certain values; instead, it is a widespread phenomenon (Drori, 2002). Then, it can also be influenced by current environmental problems rather than future considerations. Public support for environmental spending and protection can vary based on economic conditions, indicating a complex relationship between economic factors and environmental concerns (Clark & Carlisle, 2020). Understanding the social basis of environmental concern is critical, as it involves a combination of individual characteristics, social factors, and cognitive processes (Liere & Dunlap, 1980). Concern for the environment is a complex concept influenced by personal norms, values, gender, financial, and societal perceptions. It plays an essential role in shaping individual attitudes and behavior toward environmental issues, highlighting the

significance of studying and understanding this construct for effective environmental management and policy-making.

Knowledge of Regulations on Electric Vehicles

Electric vehicles (EVs) are currently gaining popularity as an essential means of transportation for their ability to manage power systems and reduce carbon emissions. Regarding this issue, a number of strategies have been proposed to optimize the integration of EVs into the power grid for frequency regulation and load management. Delay compensation control strategies use the predictive control model to improve EV frequency regulation capabilities, reduce communication delay, and improve system stability (Z. Yang, Yang, Hu, Zhang, & Zhou, 2022). Therefore, reinforcement learning for the optimal scheduling of the aggregates of electric vehicles is required to control the charging and discharging processes, enabling effective network load regulation (Yu & Lao, 2022). Additionally, the role of electric vehicles in providing additional services, such as frequency regulation, has been emphasized by highlighting the economic benefits and grid support that electric vehicle batteries can offer (Luo et al., 2012).

Additionally, Vehicles to Grid (V2G) is a means to provide primary frequency regulation services by utilizing the collective capacity of the EV fleet (Neofytou, Blazakis, Katsigiannis, & Stavrakakis, 2019). Legislation and regulation are essential to promote the adoption of electric vehicles to overcome this issue. Many countries, including Indonesia, have begun to enforce electric vehicle regulations in order to meet national emission reduction targets (Nur, 2022). Additionally, the carbon intensity impacts electricity on greenhouse gas emissions from electric vehicles, highlighting the need for policies that support more environmentally friendly energy sources for charging electric vehicles (Moro & Lonza, 2018). EV regulation includes various aspects, such as control strategies, economic analysis, and environmental considerations. By implementing effective control mechanisms, utilizing electric vehicles for grid services, and implementing supportive policies, Connecting electric cars to electricity grids can contribute significantly to achieving sustainability and improving the reliability of the electric grid.

Intention to Use Electric Vehicles

A multitude of factors impact the adoption of electric vehicle usage, as outlined in the literature (Tu & Yang, 2019; Xie, An, & Yasir, 2022; Zhao, Furuoka, Rasiyah, & Shen, 2024). Research has shown that motivational factors, such as functional and utilitarian attributes of electric vehicles, green environmental motifs, perceived benefits, perceived ease of use, customer experience, internal factors, perceived environmental knowledge, performance expectations, sustainability, driving range, perceived benefits perceived risk, range anxiety, attitudes, consultative opinions, control over resources social influence, enabling environment and perceived support, all have significant impacts on individual's intention to adopt electric vehicles (Jeffyan Alberto & Fahrul Riza, 2023; Saleh, Maupa, & Sadat, 2024; C. Yang, Tu, & Jiang, 2020; W. Zhang, Mas'od, & Sulaiman, 2022). In addition, a number of variables, including environmental excitement, technological enthusiasm, anxiety, social image, performance expectations, and favorable conditions, were found to influence buyers' intentions to purchase electric vehicles (Bhat, Verma, & Verma, 2022). In addition, the Theory of Planned Behaviour was used to investigate the variables that influence people's desire to buy electric vehicles. (Erna, Setiawan, & Aos, 2024; Vania & Muhammad, 2023). Individuals' intentions to use electric vehicles have also been studied in relation to personality traits, such as the Big Five personality traits (Dinesh & Mitra, 2023). Moreover, studies have investigated factors of influence on electric vehicle adoption intention in countries such as China, Indonesia, India, Pakistan, Malaysia, and Macau, indicating global interest in understanding the driver's intention to adopt electric vehicles (Jayasingh et al., 2021; Saputra & Andajani, 2023; W. Zhang et al., 2022). The importance of environmentally friendly moral obligations, openness to change, self-improvement, lifestyle, and perceived environmentally friendly values have also been underlined as the elements affecting a person's decision to buy an electric vehicle (Purwanto & Rini, 2024; Xie et al., 2022; Zhao et al., 2024). Additionally, the influence of subjective norms, attitudes, and advertising on purchasing behavior has been explored in the context of reducing air pollution through the adoption of electric vehicles (Vania & Muhammad, 2023). Previous studies also

showed that consumer innovation was identified as an essential element in predicting consumer purchase intentions towards battery-powered electric vehicles (Qiu, Thoo, & Zhan, 2024). The decision to use electric vehicles is a complex concept influenced by a combination of factors ranging from individual beliefs and attitudes to external influences, such as social norms and environmental concerns. Understanding these factors is vital for policymakers, manufacturers, and marketers to promote electric vehicles and contribute to more sustainable transportation systems.

Hypotheses

With the reasoning mentioned above in mind, the following hypothesis can be developed.. Organizational culture has positive effects on Intention to Use Electric Vehicles (H1). Environmental concern has positive effects on Intention to Use Electric Vehicles (H2). Knowledge of Regulation has positive effects on Intention to Use Electric Vehicles (H3). Environmental concern mediates the influence between Organizational Culture and Intention to Use Electric Vehicles (H4). Environmental concern mediates the influence between Knowledge of Regulation and Intention to Use Electric Vehicles (H5).

METHODS

This study used mixed qualitative and quantitative methods. Qualitative techniques were chosen as they were the most appropriate to achieve the research aims. The qualitative approach describes and gives meaning to social acts, occurrences, opinions, views, and social perceptions. The qualitative research method is used when a problem needs in-depth analysis, and it is felt that previous ideas or conceptions are inadequate to do justice to the problem's complexity. The qualitative method provides descriptive data in the form of written or spoken statements and the visible actions of the research subjects and interviewees (Creswell, 2013). Qualitative data were collected by observing and documenting. The data analysis procedure was divided into three steps, which included the reduction of data, the presentation of data, and the verification of data using the interactive model. The three steps of data presentation are data display, data reduction (where primary data is organized), and data validation (where key conclusions are drawn from the results) (Miles & Huberman, 1994). Data triangulation techniques are used to analyze and assess the reliability and credibility of qualitative research data collected through observational and document analysis approaches. The desired outcomes were accurate and reliable data in terms of confirmability, verifiability, credibility, and transferability. Triangulation is a method for the comparison of findings that is a link between credibility and truth. Transferability helps readers understand the findings of qualitative research by showing how the research can be applied to other studies. Reports have been written methodically, clearly and comprehensively. If a study is auditable, it can be examined throughout the entire research process, from the development of case studies through data source identification to the collection, processing, and presentation of findings; in other words, it can be examined throughout the entire research process. In other words, it is an indication that the methods, results, and presentation of the research are all traceable. Confirmability relates to objectivity in accepting and approving research findings (Creswell, 2013).

A quantitative method is one in which a question is analyzed in terms of current data from a population. A hypothetical-deductive methodology was used in this study. A research model was constructed and tested using quantitative prediction techniques (Creswell, 2009). This study model combined four variables and predicted how they would relate to each other. Organizational culture, concern for the environment, knowledge of regulations on electric vehicles, and the intention to use electric vehicles were the four latent variables that were studied. Indicators were used to measure each latent variable. The hypotheses were formulated as follows: Organizational Culture has positive effects on the Intention to Use Electric Vehicles (H1). Environmental concern has positive effects on the Intention to Use Electric Vehicles (H2). Knowledge of Regulation has positive effects on Intention to Use Electric Vehicles (H3). Environmental concern mediates the influence between Organizational Culture and Intention to Use Electric Vehicles (H4). Environmental concern mediates the influence between Knowledge of Regulation and Intention to Use Electric Vehicles (H5). Based on these theories and the variables measured, a research model was subsequently created, as shown in Figure 1 below.

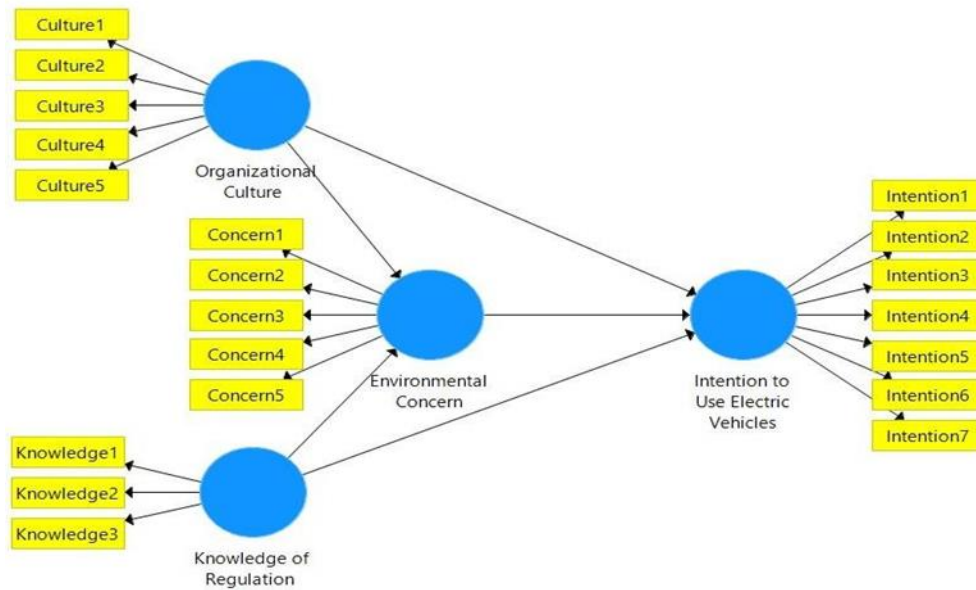


Figure 1. Research Model

The measurements are based on the values given for each variable in the questionnaire used to collect the data. The Likert scale was used, where 5 was 'Strongly Agree' and 1 was 'Strongly Disagree'. The questionnaires were sent electronically to 500 managers in the Jakarta Governor's Office. According to the study, a response rate of 20% could be achieved by processing the 100 total responses received. To analyze the data for variance-based structural equation modeling, Partial Least Square (PLS) and the smartPLS application were used. Three relationships were used to analyze the path using Partial Least Square. In addition, the inner models determine the relationship between the latencies (structural models), and the outer models determine the relationship between the latencies and the measures (measurement models). The importance of the relationship in the determination of the latent variable to be assessed is as follows (Ringle, Wende, & Will, 2015).

Considering the level of precision and rigor, the validity of an instrument is measured by how well it is able to measure the construct. Both discriminant and convergent validity have been used to assess construct validity. The internal consistency of the measures, which indicates how well each measure represents the same latent, is termed reliability. Composite reliability and Cronbach's alpha were used to assess the reliability of the quantitative data (Ringle et al., 2015). If all variables and indicators are considered reliable and valid, and the goodness of fit of the model meets the condition of predictive relevance, a probability or alpha value of 5% and a t- statistic value of 1.96 can be used for hypothesis testing. Consequently, the requirements for accepting a hypothesis are a t-statistic > 1.96 and a p-value < 0.05. (Ringle et al., 2015).

RESULTS

The following important conclusions were drawn from the Jakarta Governor's Office's review of the questionnaire responses from one hundred managers. As shown in Figure 2 and Table 1, all variables met reliability greater than 0.7, and all indicators met convergent validity greater than

0.7 based on the PLS algorithm.

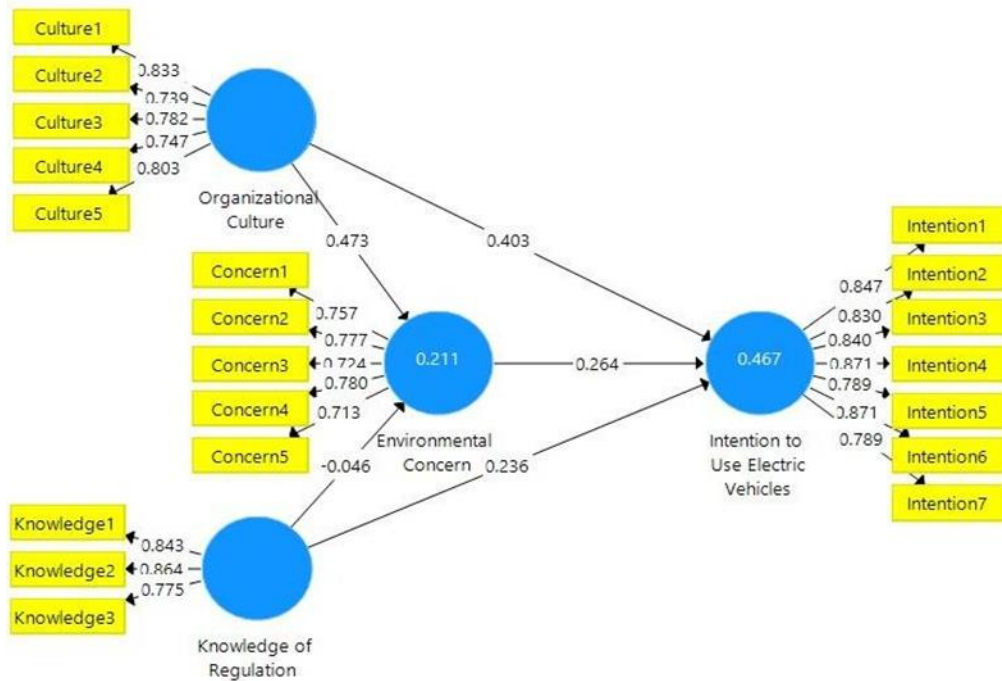


Figure 2. PLS Algorithm

The R square value was 0.467, meaning that Organizational Culture, Environmental Concern, and Knowledge of Regulation on Electric Vehicles contributed 46.7% of the Intention to Use Electric Vehicles.

Table 1. Reliability

	Cronbach'...	Composite...	Average ...
Environmental Concern	0.807	0.866	0.563
Intention to Use Electric Vehicles	0.927	0.941	0.696
Knowledge of Regulation	0.769	0.867	0.685
Organizational Culture	0.841	0.887	0.611

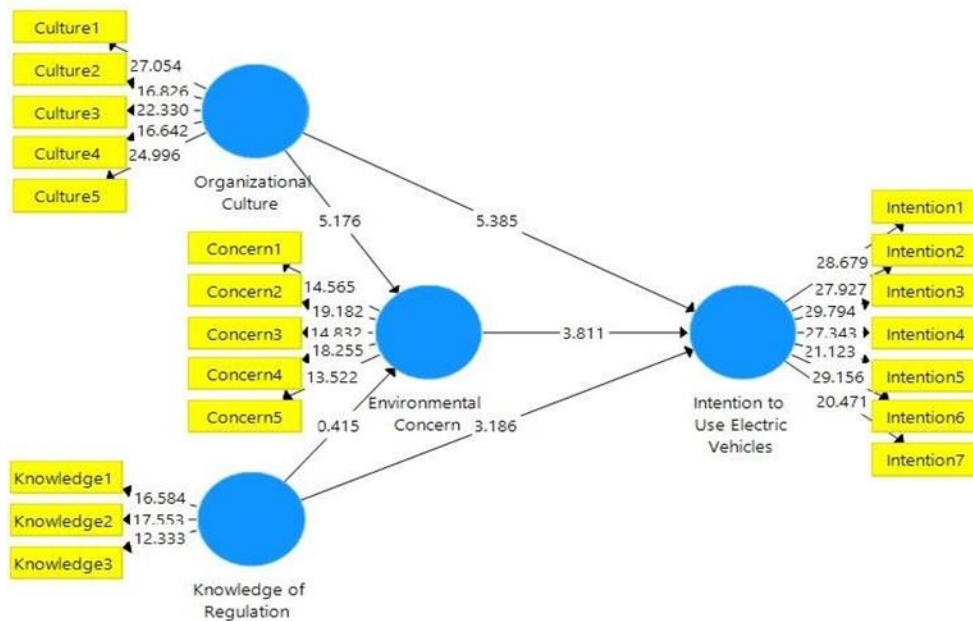


Figure 3. PLS Bootstrapping

Table 2. Hypotheses Testing

	Original ...	T Statistic...	P Values
Organizational Culture -> Intention to Use Electric Vehicles	0.403	5.385	0.000
Organizational Culture -> Environmental Concern	0.473	5.176	0.000
Knowledge of Regulation -> Intention to Use Electric Vehicles	0.236	3.186	0.002
Knowledge of Regulation -> Environmental Concern	-0.046	0.415	0.678
Environmental Concern -> Intention to Use Electric Vehicles	0.264	3.811	0.000
	Original...	T Statistic...	P Values
Organizational Culture -> Environmental Concern -> Intention to Use Electric Vehicles	0.125	2.967	0.003
Knowledge of Regulation -> Environmental Concern -> Intention to Use Electric Vehicles	-0.012	0.402	0.688

Based on Figure 3 and Table 2, it was found that Organizational Culture, Environmental Concern, and Knowledge of Regulation on Electric Vehicles had positive and significant effects on Intention to Use Electric Vehicles. Furthermore, environmental concern served as the mediator of a positive relationship between Organizational Culture and Intention to Use Electric Vehicles.

DISCUSSION

Organizational culture plays a vital role in shaping environmental awareness and regulatory compliance. A strong organizational culture that prioritizes sustainability and environmental management can result in greater awareness of environmental issues, proactive efforts to minimize environmental impacts, and compliance with regulatory requirements. In the increasingly environmentally conscious world today, organizations must foster a culture that values sustainability and compliance to remain competitive and meet stakeholder expectations. It can be achieved through leadership commitment, employee engagement, and the integration of sustainability practices into daily operations. By cultivating a culture of environmental responsibility, organizations not only reduce their carbon footprint and minimize waste but also improve their reputation and attract environmentally conscious consumers.

Additionally, a robust environmental culture can encourage innovation and create cost-saving opportunities through increased efficiency and resource conservation. Overall, a company culture of environmental concern is a crucial determinant of long-term success and the ability to thrive in a rapidly changing business landscape. Businesses need to prioritize sustainability and integrate environmentally friendly practices into their daily operations. It not only benefits the environment but also improves the company's reputation and attracts environmentally conscious consumers. By cultivating a culture of environmental responsibility, companies can drive innovation, reduce costs, and gain long-term success in a rapidly evolving environment.

By cultivating a culture of sustainability, corporations can also attract top talent who are looking for companies that align with their values. It can result in higher levels of motivation. Additionally, a solid commitment to sustainability can help differentiate environmentally friendly companies in the marketplace, attracting environmentally conscious consumers and investors. In addition to reducing their environmental impact, companies can create long-term value for their stakeholders by integrating sustainable practices into their operations. Eventually, it can result in the improvement of a positive reputation that can help drive their growth.

The collective attitudes, beliefs, and practices that influence the behavior and decisions of people within an organization are called its organizational culture. It includes the norms, rituals, and traditions that determine the way things are done in an organization. The impact of organizational culture on the behavior of employees and decision-making is enormous, as it influences how employees interact with each other, approach tasks, and make choices within their roles. In contrast to negative cultures, which can lead to poor performance, staff turnover, and disengagement, positive and robust cultures can promote employee engagement, loyalty, and productivity. That is why companies need to have a supportive, positive culture that is aligned with their goals and values.

Promoting environmental management within the organization can have a significant impact on how well employees comply with company policies and contribute to broader sustainability initiatives. Employees are more likely to actively participate in programs that promote environmental stewardship if they share the organization's values and goals. It can include reducing waste, conserving resources, and implementing environmentally friendly practices throughout business operations. By cultivating a culture that values sustainability, companies do not only meet regulatory requirements but also contribute to a healthier planet for future generations.

Sustainability can also result in cost savings through increased efficiency and reduced waste disposal costs. Additionally, companies that prioritize sustainability often improve their employee morale and engagement, as the workers feel proud to contribute to a more significant cause. Integrating sustainability into organizations' core values can create an environmentally conscious edge. Ultimately, a solid commitment to sustainability can drive long-term success in the increasingly environmentally conscious world today.

Two ways to demonstrate a commitment to sustainability are to invest in renewable energy sources and adopt energy-saving techniques. Businesses can dramatically reduce their carbon footprint and their dependence on using renewable energy technologies to replace fossil fuels, such as wind turbines and solar panels. This step does not only help protect the environment but also saves energy costs in the long run. These efforts can result in a healthier planet for future generations and a positive image, as a society these days is more interested in prioritizing sustainability. By taking these steps, companies can demonstrate their commitment to environmental stewardship while benefiting from cost savings. Ultimately, investing in sustainability is not only the right thing to do but also an intelligent decision in this increasingly environmentally conscious world.

Currently, environmental concerns are gaining more attention as an essential aspect due to the impact of climate change, which is becoming increasingly accurate and urgent. Organizations that prioritize sustainability can take proactive steps to reduce their environmental impact in order to meet the expectations of their stakeholders as well as place themselves as leaders in their respective industries. Consumers are now demanding environmentally friendly products and services, and failing to adapt to these changing environmental preferences would risk them being left behind.

Regarding competitiveness in this industry, sustainability can be achieved through various ways, including cutting back on energy use, starting recycling initiatives, and obtaining sustainable materials. By taking these steps, not only can they reduce their carbon footprint but also attract more and more environmentally conscious people. Adopting sustainable practices can also save money in the long run. Through energy-efficient operations and waste reduction strategies, you can reduce utility bills and waste disposal costs. Overall, prioritizing sustainability benefits the planet and the bottom line.

In addition to the environmental benefits, organizations that prioritize sustainability often experience improved employee morale. They will feel prouder of their commitment to sustainability, and as a result, they will be more engaged in their work. This awareness can lead to increased productivity and innovation in the organization. Ultimately, prioritizing sustainability is good not only for the planet but also for the success and reputation of the business as a whole.

Moreover, sustainability can ultimately result in cost savings, as its practice often results in more efficient use of resources and reduced waste. Companies that prioritize sustainability can also attract a consumer base that values environmentally conscious businesses. By incorporating sustainability into their core values and operations, companies can differentiate themselves in the marketplace and build loyal customers. In this way, sustainability can become a crucial driver of long-term success and profitability for businesses in the increasingly environmentally conscious world today.

Understanding and complying with regulations is paramount for organizations wishing to maintain their reputation. With the increasing focus on environmental regulations, they must stay informed and be proactive in ensuring their compliance with laws related to emissions, waste management, and resource conservation. Failure to comply with these regulations not only costs fines and penalties but also damages the company's credibility and public image. Therefore, keeping up to date with regulatory developments and implementing them into practice is critical for long-term success and sustainability.

Organizations should invest in training and resources to ensure that employees understand and comply with all environmental regulations. It includes providing regular updates on laws and regulations, conducting audits to identify areas of non-compliance, and implementing measures to address issues as they arise. By taking a proactive approach to environmental compliance, they not only avoid costly legal implications but also demonstrate their commitment to sustainability and ethical business practices. Additionally, by incorporating environmental regulations throughout their operations, organizations can create an environmentally conscious edge. In the increasingly environmentally conscious world today, organizations that prioritize compliance and sustainability have a greater chance of success in the long run.

By implementing environmentally friendly practices and staying up to date with regulatory developments, organizations can reduce their environmental impact and improve their reputation. By fostering a culture of compliance, organizations can demonstrate their commitment to moral business conduct and responsible governance. By doing so, they can gain the favor of other stakeholders, which will help them succeed and remain sustainable in the long term. In addition, a strong compliance culture can help attract and retain top talent, as top talent feels more valued and supported in a workplace that places a high value on integrity and legal and regulatory compliance. In the complex and fast-paced business world today, maintaining compliance is critical for organizations to thrive and uphold an ethical and responsible reputation.

As noted above, companies with a strong culture of compliance are better able to recruit and retain top talent because they feel more valued and encouraged in a moral workplace. By prioritizing a culture of openness and responsibility, organizations can foster a sense of trust and loyalty among employees. In turn, this can lead to increased productivity, innovation, and overall success. Companies that place a high priority on ethics and compliance will be in a better position to overcome obstacles and thrive in an ever-changing business environment. A strong focus on compliance and ethics is critical to long-term success. Organizations that prioritize these values not only ensure legal compliance but also create a positive work environment that attracts top talent. Employees will feel more motivated and engaged when they know their company operates with integrity and transparency. It can result in higher levels of job satisfaction, productivity, and innovation within

the organization. Additionally, a commitment to compliance and ethics can enhance a company's reputation and build customer trust, which eventually drives long-term success and sustainability.

CONCLUSION

The research concluded that qualitatively, there were 3 factors needed to increase the intention of electric vehicle use. These factors comprised Organizational Culture, Environmental Concern, and Knowledge of Regulation on Electric Vehicles. It was found that organizational culture, environmental concerns, and knowledge of Regulations on electric vehicles had positive and significant effects on the intention to use electric vehicles.

The critical implication of this research for policy and practice is that the government must prioritize regulation addressing the increased intention of electric vehicle use.

It is recommended that the study of intention to use electric vehicles be included in future studies. Further studies could look at the effectiveness of development initiatives in supporting individuals with electric vehicle deployment intentions and potential business benefits, as well as the government working together to promote this intention.

Moreover, this research also suggests that in terms of the establishment of policies, specific regulations are required to increase the Intention to Use Electric Vehicles by providing innovative collaboration between institutions so that the results of the Intention to Use Electric Vehicles can make the government more aware of this issue. Policymakers need to consider implementing regulations to encourage the Intention to Use Electric Vehicles.

Acknowledgments: We would like to thank the State University of Jakarta, as well as all those who contributed to this research.

REFERENCES

- Aji, M. Q. W. (2020). Investigating Organizational Culture in Secretariat General of the Ministry of Education and Culture of Indonesia. *International Journal of Education and Social Science Research*, 03(03), 44–57. <https://doi.org/10.37500/ijessr.2020.3035>
- Bhat, F. A., Verma, M., & Verma, A. (2022). Measuring and Modelling Electric Vehicle Adoption of Indian Consumers. *Transportation in Developing Economies*, 8(1). <https://doi.org/10.1007/s40890-021-00143-2>
- Bockarjova, M., & Steg, L. (2014). Can Protection Motivation Theory predict pro-environmental behavior? Explaining the adoption of electric vehicles in the Netherlands. *Global Environmental Change*, 28(1), 276–288. <https://doi.org/10.1016/j.gloenvcha.2014.06.010>
- Chandra, T. Y., & Riyadi, B. S. (2024). The Differences between the Attorney General and The Corruption Eradication Commission in Prosecuting Corruption Cases in Indonesia: A Legal Analysis. *International Journal of Religion*, 5(2), 267–275. <https://doi.org/10.61707/1phztv11>
- Clark, A. K., & Carlisle, J. E. (2020). Pushing a Green Agenda: Explaining Shifting Public Support for Environmental Spending. *Political Research Quarterly*, 73(2), 243–260. <https://doi.org/10.1177/1065912918817193>
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (3rd ed.). California, Thousand Oaks: Sage Publication.
- Creswell, J. W. (2013). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (3rd ed.). California, Thousand Oaks: Sage Publication.
- Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Dharma, R., Hady, H., Lusiana, Ridwan, M., & Mulyani, S. R. (2023). The Influence of Work Discipline and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable. *International Journal of Social Science and Business*, 7(3), 748–757. <https://doi.org/10.23887/ijssb.v7i3.53743>
- Dinesh, S., & Mitra, S. (2023). Consumers' Adoption of Electric Vehicles for Sustainability: Exploring the Role of Personality Traits. *Foresight and STI Governance*, 17(2), 69–80. <https://doi.org/10.17323/2500-2597.2023.2.69.80>
- Dornhoff, M., Sothmann, J. N., Fiebelkorn, F., & Menzel, S. (2019). Nature relatedness and environmental concern of young people in Ecuador and Germany. *Frontiers in Psychology*, 10(MAR). <https://doi.org/10.3389/fpsyg.2019.00453>
- Drori, I. (2002). Environmental vulnerability in public perceptions and attitudes: The case of Israel's urban centers. *Social Science Quarterly*, 83(1), 53–63. <https://doi.org/10.1111/1540-6237.00070>

- Dunlap, R. E., & York, R. (2008). The globalization of environmental concern and the limits of the postmaterialist values explanation: Evidence from four multinational surveys. *Sociological Quarterly*, 49(3), 529–563. <https://doi.org/10.1111/j.1533-8525.2008.00127.x>
- Erna, E., Setiawan, I., & Aos, A. (2024). Investigating Individual's Energy Saving Behavior in Using Electric Vehicles: Extended Theory of Planned Behavior. *International Journal of Energy Economics and Policy*, 14(1), 517–523. <https://doi.org/10.32479/ijeep.15478>
- Fransson, N., & Gärling, T. (1999). Environmental concern: Conceptual definitions, measurement methods, and research findings. *Journal of Environmental Psychology*, 19(4), 369–382. <https://doi.org/10.1006/jev.1999.0141>
- Gelencsér, M., Végvári, B., & Szentgróti, G. Z. (2020). Examining organizational culture with the ocai model with the example of a higher education institution. *Acta Oeconomica Universitatis Selye*, 9(2), 19–34. <https://doi.org/10.36007/acta.2020.9.2.2>
- Indah, D., Astutik, S., Riyadi, B. S., Zauhar, S., & Haryono, B. S. (2024). The Model of Sustainable Human Resource Development to Increase the Capacity of Professional Educators : A Case Study in Indonesia. *International Journal of Religion*, 3538(10), 3747–3760.
- Janicijevic, N. (2013). Matching compensation system with the type of organizational culture. *Ekonomika Preduzeca*, 61(5–6), 309–324. <https://doi.org/10.5937/ekopre1306309j>
- Jayasingh, S., Girija, T., & Arunkumar, S. (2021). Factors influencing consumers' purchase intention towards electric two-wheelers. *Sustainability (Switzerland)*, 13(22), 12851. <https://doi.org/10.3390/su132212851>
- Jeffyan Alberto, & Fahrul Riza. (2023). Electrifying Consumer Choices: Unveiling the Road to Green Intentions and EV Adoption. *Journal of Consumer Sciences*, 8(3), 257–276. <https://doi.org/10.29244/jcs.8.3.256-276>
- Jong, J. Y., Wu, W. W., & So, S. R. (2020). A New Model for Competitive Knowledge Diffusion in Organization Based on the Statistical Thermodynamics. *Advances in Mathematical Physics*, 2020, 1–12. <https://doi.org/10.1155/2020/8491516>
- Kulvinskienė, V. R., & Šeimienė, E. S. (2009). Factors of Organizational Culture Change. *Ekonomika*, 87, 27–43. <https://doi.org/10.15388/ekon.2009.0.1047>
- Lai, I. K. W., Liu, Y., Sun, X., Zhang, H., & Xu, W. (2015). Factors influencing the behavioural intention towards full electric vehicles: An empirical study in Macau. *Sustainability (Switzerland)*, 7(9), 12564–12585. <https://doi.org/10.3390/su70912564>
- Liere, K. D. V., & Dunlap, R. E. (1980). The social bases of environmental concern: A review of hypotheses, explanations and empirical evidence. *Public Opinion Quarterly*, 44(2), 181–197. <https://doi.org/10.1086/268583>
- Lo, A. Y. (2016). National income and environmental concern: Observations from 35 countries. *Public Understanding of Science*, 25(7), 873–890. <https://doi.org/10.1177/0963662515581302>
- Luo, Z., Hu, Z., Song, Y., Xu, Z., Liu, H., Jia, L., & Lu, H. (2012). Economic analyses of plug-in electric vehicle battery providing ancillary services. 2012 IEEE International Electric Vehicle Conference, IEVC 2012. <https://doi.org/10.1109/IEVC.2012.6183272>
- Maciulis, P., Konstantinavičiute, I., & Pilinkiene, V. (2018). Assessment of electric vehicles promotion measures at the national and local administrative levels. *Engineering Economics*, 29(4), 434–445. <https://doi.org/10.5755/j01.ee.29.4.19960>
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis*. California, Thousand Oaks: Sage Publication.
- Mingaleva, Z., Shironina, E., Lobova, E., Olenev, V., Plyusnina, L., & Oborina, A. (2022). Organizational Culture Management as an Element of Innovative and Sustainable Development of Enterprises. *Sustainability (Switzerland)*, 14(10), 6289. <https://doi.org/10.3390/su14106289>
- Moro, A., & Lonza, L. (2018). Electricity carbon intensity in European Member States: Impacts on GHG emissions of electric vehicles. *Transportation Research Part D: Transport and Environment*, 64, 5–14. <https://doi.org/10.1016/j.trd.2017.07.012>
- Neofytou, N., Blazakis, K., Katsigiannis, Y., & Stavrakakis, G. (2019). Modeling vehicles to grid as a source of distributed frequency regulation in isolated grids with significant RES penetration. *Energies*, 12(4), 720. <https://doi.org/10.3390/en12040720>
- Nur, A. I. (2022). The Limits of Indonesia's Legal Framework for Electromobility: Regulatory and Sustainable Issues. *Lentera Hukum*, 9(2), 211–236. <https://doi.org/10.19184/ejlh.v9i2.31200>
- Nurhadi, I., Riyadi, B. S., Rozikin, M., & Nuh, M. (2024). The Agricultural Innovation and Capacity Building for Social Welfare of Farmers in Indonesia. *International Journal of Religion*, 3538(10), 3716–3729.
- Price, C. E., & Bohon, S. A. (2019). Eco-Moms and Climate Change: The Moderating Effects of Fertility in Explaining Gender Differences in Concern. *Social Currents*, 6(5), 422–439. <https://doi.org/10.1177/2329496519852691>
- Purboyo, A., Riyadi, B. S., Irawan, A. P., & Inkiwang, F. F. W. (2024). Connecting Strategic Environment and Recruitment Policy: A Case Study of the Indonesian National Army. *International Journal of Religion*, 5(2), 301–315. <https://doi.org/10.61707/mdbct891>
- Purwanto, S., & Rini, H. P. (2024). Analysis of Green Moral Obligation on Intention to Adopting Electric Vehicles (EV) with Openness to Changes and Self Enhancement as Moderating Variables. *East Asian Journal of Multidisciplinary Research*, 2(12), 5161–5174. <https://doi.org/10.55927/eajmr.v2i12.6984>
- Qiu, Q., Thoo, A. C., & Zhan, Z. (2024). Literature Review on Purchase Intention of Battery Electric Vehicles and Consumer Innovativeness. *International Journal of Academic Research in Business and Social Sciences*, 14(1). <https://doi.org/10.6007/ijarbss/v14-i1/20574>

- Rai, R. K. (2011). Knowledge management and organizational culture: A theoretical integrative framework. *Journal of Knowledge Management*, 15(5), 779–801. <https://doi.org/10.1108/13673271111174320>
- Ringle, C. M., Wende, S., & Will, A. (2015). SmartPLS 3.0. <http://www.smartpls.de>. Riyadi, B. S. (2024). Criminal Behavior Politician During Reform in Indonesia. *International Journal of Religion*, 5(7), 582–598. <https://doi.org/10.61707/pgsf5g80>
- Riyadi, B. S. (2024). The Sociology Law: Corruption and Abuse of Power in Indonesia. *International Journal of Religion*, 5(7), 599–613. <https://doi.org/10.61707/64fp5z33>
- Rozikin, M., Riyadi, B. S., & Achmadi, E. Y. (2024). The Coastal Community Empowerment in Indonesia as Sustainable Development. *International Journal of Religion*, 3538(11), 3897–3911.
- Rozikin, M., Riyadi, B. S., & Mukminin, N. (2024). Sustainable Development : Driving and Inhibiting Factor Affecting the Clean Water Management System in Indonesia. *International Journal of Religion*, 3538(11), 3855–3869.
- Saleh, H. N., Maupa, H., & Sadat, A. M. (2024). Examining the Factors Influencing the Intention To Buy an Electric Vehicle. *International Journal of Application on Economics and Business*, 2(2), 3574–3585. <https://doi.org/10.24912/ijaeb.v2i2.3574-3585>
- Sang, Y. N., & Bekhet, H. A. (2015). Exploring factors influencing electric vehicle usage intention: An empirical study in malaysia. *International Journal of Business and Society*, 16(1), 57–74. <https://doi.org/10.33736/ijbs.554.2015>
- Saputra, M. C., & Andajani, E. (2023). Analysis of Factors Influencing Intention to Adopt Battery Electric Vehicle in Indonesia. *ADI Journal on Recent Innovation (AJRI)*, 5(2), 100–109. <https://doi.org/10.34306/ajri.v5i2.993>
- Septiyanto, A. N. I. D., Riyadi, B. S., Saleh, C., MM, I. A. H., & DPA, W. S. S. M. S. (2024). Developing Policy and Regulation Using Collaborative Governance to Enhance Democratic Policing. *International Journal of Religion*, 5(11), 742–760. <https://doi.org/10.61707/g76rtz26>
- Tekin, N., & Çoknaz, D. (2022). the Role of Environmental Concern in Mediating the Effect of Personal Environmental Norms on the Intention To Purchase Green Products: a Case Study on Outdoor Athletes. *Revista Brasileira de Marketing*, 21(4), 1282–1306. <https://doi.org/10.5585/remark.v21i4.20472>
- Tu, J. C., & Yang, C. (2019). Key factors influencing consumers' purchase of electric vehicles. *Sustainability (Switzerland)*, 11(14), 3863. <https://doi.org/10.3390/su11143863>
- Vania, A., & Muhammad, A. (2023). Examining Purchase Behavior of Electric Vehicles as an Effort to Reduce Air Pollution: Theory of Planned Behavior. *Jurnal Ilmiah Ilmu Administrasi Publik*, 13(2), 663. <https://doi.org/10.26858/jiap.v13i2.53162>
- Xie, R., An, L., & Yasir, N. (2022). How Innovative Characteristics Influence Consumers' Intention to Purchase Electric Vehicle: A Moderating Role of Lifestyle. *Sustainability (Switzerland)*, 14(8), 4467. <https://doi.org/10.3390/su14084467>
- Xuan, T. T. H., Hao, N. Đ., & Phuc, N. T. (2019). Organizational Culture of Enterprises in Thua Thien Hue Province With Denison Model. *Hue University Journal of Science: Economics and Development*, 128(5C). <https://doi.org/10.26459/hueuni-jed.v128i5c.5127>
- Yang, C., Tu, J. C., & Jiang, Q. (2020). The influential factors of consumers- sustainable consumption: A case on electric vehicles in China. *Sustainability (Switzerland)*, 12(8), 3496. <https://doi.org/10.3390/SU12083496>
- Yang, Z., Yang, F., Hu, W., Zhang, Z., & Zhou, X. (2022). Delay Compensation Control Strategy for Electric Vehicle Participating in Frequency Regulation Based on MPC Algorithm. *Electronics (Switzerland)*, 11(15), 2341. <https://doi.org/10.3390/electronics11152341>
- Yu, F., & Lao, P. (2022). Optimal scheduling of electric vehicle aggregators based on sac reinforcement learning. *Journal of Physics: Conference Series*, 2216(1), 12021. <https://doi.org/10.1088/1742-6596/2216/1/012021>
- Zhang, H., Xu, X., & Xiao, J. (2014). Diffusion of e-government: A literature review and directions for future directions. *Government Information Quarterly*, 31(4), 631–636. <https://doi.org/10.1016/j.giq.2013.10.013>
- Zhang, W., Mas'od, A., & Sulaiman, Z. (2022). Moderating Effect of Collectivism on Chinese Consumers' Intention to Adopt Electric Vehicles—An Adoption of VBN Framework. *Sustainability (Switzerland)*, 14(19), 12398. <https://doi.org/10.3390/su141912398>