
Business, Economics, Law, Communication, and Social Sciences (BELACOSS)

Scholars Scientific Journal

ISSN (Online): 3089-9001

<https://journal.arepublisher.com/index.php/belacoss>

The Effect of Green Ethical Leadership and Organizational Commitment on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an Intervening Variable (A Study of Employees at PT Jasa Armada Indonesia)

Tyara Dama Munanda ^{1*)}; Agus Ariyanto ²⁾

¹⁾ 43121010399@student.mercubuana.ac.id, Universitas Mercu Buana Indonesia

²⁾ agus.ariyanto@gmail.com, Universitas Mercu Buana, Indonesia

*) Corresponding Author

ABSTRACT

This study aims to determine the effect of Green Ethical Leadership and Organizational Commitment on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an Intervening Variable - (A Study of Employees at PT Jasa Armada Indonesia). This study was conducted on 82 permanent employees of PT Jasa Armada Indonesia using saturated sampling. The data analysis method used was Structural Equation Modeling (SEM) and data processing using Smart Partial Least Square (PLS) software. The results showed that Green Ethical Leadership had a positive and significant effect on OCBE, Organizational Commitment had a positive and significant effect on OCBE, Job Satisfaction has a positive and significant effect on OCBE, Green Ethical Leadership has a positive and significant effect on Job Satisfaction, Organizational Commitment has a positive and significant effect on Job Satisfaction, Green Ethical Leadership has an indirect effect on OCBE through Job Satisfaction as an intervening variable, Organizational Commitment has an indirect effect on OCBE through Job Satisfaction as an intervening variable.

Keywords: *Green Ethical Leadership; Job Satisfaction; Organizational Citizenship Behavior for the Environment (OCBE); Organizational Commitment.*

Submitted: 09-03-2026

Revised: 18-05-2026

Accepted: 22-05-2026

Article Doi:

<https://doi.org/10.66755/belacoss.v2i3.241>

INTRODUCTION

In recent decades, humanity has faced increasingly complex and interrelated global challenges. These challenges encompass four main dimensions, namely the environment, society, the economy, and law and governance, which affect the sustainability of human life and the planet. One particularly complex challenge is the long-term rise in global temperatures caused by greenhouse gas (GHG) emissions. The responsibility for reducing GHG emissions lies not only with individuals, but also with companies and organizations in order to maintain global climate balance by encouraging voluntary action within organizations aimed at protecting and improving the environment, known as Organizational Citizenship Behavior for the Environment (OCBE).

OCBE is a voluntary action taken by employees in an effort to support environmental sustainability and resource efficiency, even though it is not formally required (Ziyadeh et al., 2023). According to the Ministry of Energy and Mineral Resources, 80% of energy waste is caused by human factors, while the other 20% is caused by technical factors. Buildings in Indonesia, such as offices, rank first in terms of energy waste. PT Jasa Armada Indonesia, as a company engaged in the maritime sector, should certainly reflect OCBE actions, but in reality, the company has not optimally implemented OCBE actions, as indicated by an increase in the paper expenditure budget each year and 63% of respondents reflecting the low contribution of employees' voluntary actions to environmental sustainability, especially in supporting the Sustainable Development Goals (SDGs) agenda.

Based on previous studies, there are eight variables that influence OCBE, with the results showing that there are three variables that were most frequently selected by respondents, namely 60% of respondents stated that Green Ethical Leadership was not yet optimal, 42% stated that they did not have a strong Organizational Commitment, and 63% of respondents stated that they were dissatisfied with their working conditions. The analysis shows that these three variables are still not optimal and need to be improved in relation to SDG 12: Responsible Consumption and Production and SDG 8: Decent Work and Economic Growth. Then, as a reference and in determining the independent and dependent variables, the author also used the relevance and research gap from previous studies that made OCBE a dependent variable, as well as Green Ethical Leadership and Organizational Commitment as independent variables, and Job Satisfaction as an intervening variable. Based on the analysis conducted, the author is interested in conducting research with the title "The Effect of Green Ethical Leadership and Organizational Commitment on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an Intervening Variable - A Study of Employees at PT Jasa Armada Indonesia".

Based on the problem formulation and research framework described above, the following hypothesis can be formulated for this study:

H1: Green Ethical Leadership has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE).

H2: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE).

H3: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE).

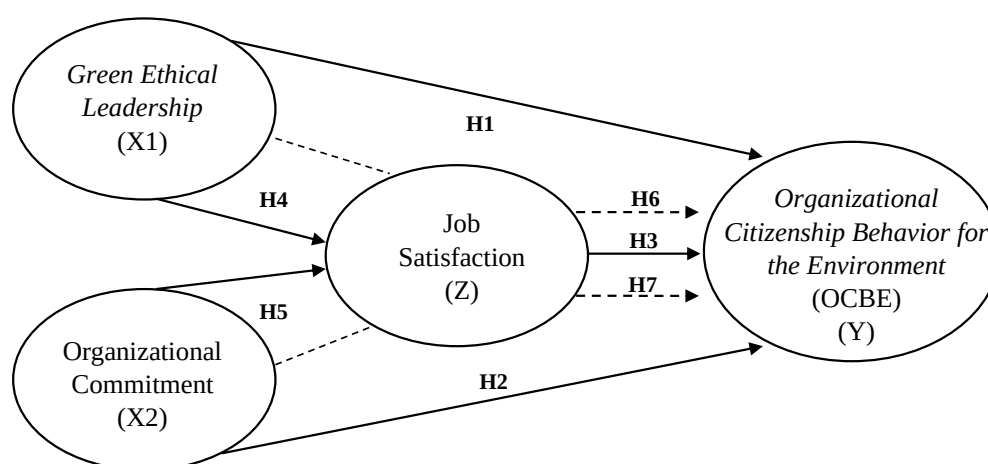
H4: Green Ethical Leadership has a positive and significant effect on Job Satisfaction.

H5: Organizational Commitment has a positive and significant effect on Job Satisfaction.

H6: Green Ethical Leadership has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an intervening variable.

H7: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an intervening variable.

Figure 1. Conceptual framework



LITERATURE REVIEW

Green Ethical Leadership

This variable is based on an approach to leadership theory that is interrelated, including ethical leadership, green leadership, and Green Human Resource Management (GHRM). Ethical leadership is behavior that complies with ethical norms through interpersonal relationships to encourage such behavior in followers through two-way communication, reinforcement, and decision-making (Bhatti et al., 2021). Green leadership is environmentally conscious, enthusiastic, proactive, initiative-filled, and creative leadership that considers the interests of the people and the universe (Amruddin et al., 2023). Green Human Resource Management (GHRM) is a technique that focuses on plans to encourage employees to act in a more environmentally friendly manner (Komang Krishna Darmawan et al., 2022). Based on these approaches, it can be concluded that Green Ethical Leadership is a leadership style that emphasizes not only ethical values and integrity, but also concern for the environment.

Organizational Commitment

Organizational commitment can be defined as an attitude whereby an individual identifies with the goals and expectations of the organization and is willing to work hard to achieve them (Dewi Indriasih et al., 2022). Thus, organizational commitment can be defined as an individual's psychological attachment to the organization where they work in order to create a productive and harmonious work environment.

Job Satisfaction

Job satisfaction is a pleasant emotional feeling and love for the work being done, which shows that job satisfaction is related to material as well as emotional and psychological aspects (Kusnadi et al., 2022). Employee satisfaction is not only influenced by external factors, but also by how employees are empowered and valued within the company (Luthfi & Nawangsari, 2021).

Organizational Citizenship Behavior for the Environment (OCBE)

OCBE does not only focus on the environment, but also emphasizes the importance of individual or employee contributions in achieving organizational sustainability (Mega et al., 2022). OCBE does not stand alone but is influenced by leadership, as well as organizational factors such as culture and organizational commitment, and psychological conditions such as job satisfaction and spiritual quotient (Navis et al., 2020).

METHOD

This research was conducted at PT Jasa Armada Indonesia using a causal research design through the distribution of surveys to examine the behavior of individuals or groups. This research is quantitative in nature and explanatory. In this case, the independent and intervening variables are suspected of influencing the dependent variable or as a result of the independent variable. In this study, the independent variables are Green Ethical Leadership and Organizational Commitment, the intervening variable is Job Satisfaction, and the dependent variable is Organizational Citizenship Behavior for the Environment (OCBE).

To facilitate the data collection process and avoid different interpretations, as well as to limit the scope of variables, the author used variable operationalization described by several previous researchers, resulting in 44 indicator items that have been adjusted by applying a Likert scale as a measurement. The sampling technique used in this research was probability sampling with saturated sampling.

The data collection method in this study was collected through the use of primary data by distributing questionnaires or surveys to research subjects and filled out directly by respondents. In addition, data collection was also carried out through secondary data in the form of reports sourced from employees and several other literature related to the research variables. The data analysis methods used in this study included descriptive statistical analysis and inferential statistical analysis using the PLS-SEM model.

RESULTS AND DISCUSSION

Results

Based on gender, the data shows that this study has a balanced representation with a percentage of 50% for both male and female employees, so the results are not biased towards either gender. Based on age, the data shows that most employees, 51.2%, are aged 25–35 years old, which is considered productive and mature, and can be expected to have optimal experience and contribution at work. Based on education, the data shows that 59.8% of employees have a higher education background, as seen from the fact that most of them have a bachelor's degree. Based on length of service, the data shows that 57.3% of employees are

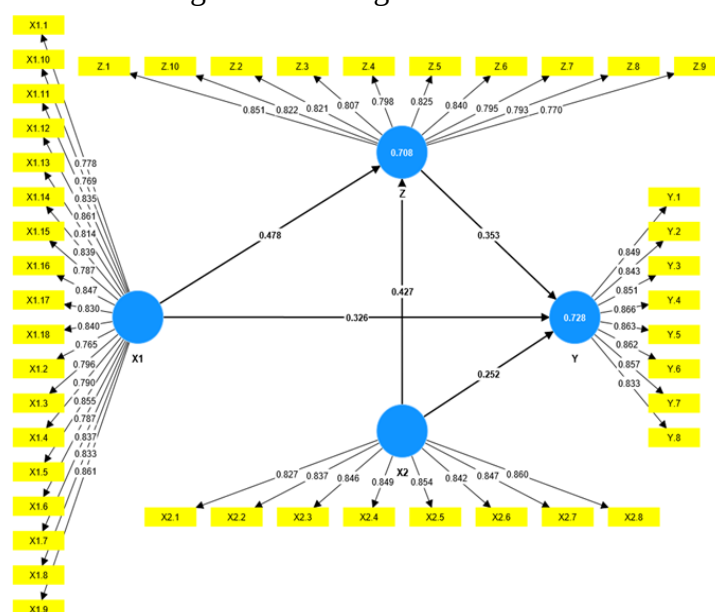
in the medium length of service category, who generally have a deep understanding of the company's work culture and operations. The analysis of variable descriptions also shows several mean and standard deviation values that reflect areas where PT Jasa Armada Indonesia can improve.

1. Measurement Model Testing Results (Outer Model)

Convergent Validity

The following are the results of testing all indicators in each construct, as shown in the following figure:

Figure 2. PLS algorithm results



Based on the test results shown in Figure 2 above, it can be seen that all indicators in each construct have loading factors above 0.70 and Average Variance Extracted (AVE) values shown as >0.50 , indicating that the construct has met the statistical requirements for convergent validity.

Discriminant Validity

To ensure that each construct has adequate discriminative ability, the author also tested several criteria, including:

Table 1. Heterotrait-Monotrait ratio (HTMT) test result

Construct	Green Ethical Leadership (X1)	Organizational Commitment (X2)	Organizational Citizenship Behavior for the Environment (OCBE) (Y)	Job Satisfaction (Z)
Green Ethical Leadership (X1)				
Organizational Commitment (X2)	0,773			
Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,822	0,811		
Job Satisfaction (Z)	0,824	0,826	0,849	

Source: Output Smart PLS 4.1 (2025)

Based on the cross-loading test results shown in the figure, it can be seen that the outer loadings values for each indicator have higher values than the original construct. Thus, it can be concluded that all indicators in the model have met the discriminant validity criteria. In measuring discriminant validity, the author also used the Heterotrait-Monotrait Ratio (HTMT) criterion shown in the table. It can be seen that all HTMT values are below the maximum limit of 0.90. This indicates that each construct in this study has good discriminant validity.

Composite Reliability

In measuring the level of reliability, the author conducted a Composite Reliability and Cronbach's Alpha test with the following results:

Table 2. Composite reliability and cronbach's alpha test results

Construct	Cronbach's Alpha	Composite Reliability (rho_c)	Description
Green Ethical Leadership (X1)	0,971	0,973	Reliable
Organizational Commitment (X2)	0,943	0,952	Reliable
Job Satisfaction (Z)	0,943	0,951	Reliable
Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,947	0,955	Reliable

Source: Output Smart PLS 4.1 (2025)

The table 2 shows that all latent variables have Composite Reliability and Cronbach's Alpha values of ≥ 0.70 , so it can be concluded that all constructs in the model meet the criteria for good and adequate reliability.

2. Structural Model Testing Results (Inner Model)

R-Square (R²)

In measuring the extent to which the independent variables explain the dependent variables, the author conducted an R-Square (R²) test with the following results:

Table 3. R-Square test results

Construct	R-square	R-square adjusted
Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,738	0,728
Job Satisfaction (Z)	0,715	0,708

Source: Output Smart PLS 4.1 (2025)

Based on the test results shown in the table 3, the R-Square value for the OCBE (Y) variable is 0.738, which means that 73.8% of the variance is explained by the independent variable, indicating a strong explanatory ability. Meanwhile, Job Satisfaction (Z) has an R-square of 0.715, meaning that the model is able to explain 71.5% of the variance of variable Z, which is considered a strong value.

Goodness of Fit (GoF)

In assessing the overall suitability of the model, both the structural model and the measurement model, the author conducted a Goodness of Fit (GoF) test with the following results:

Table 4. GoF test results

Construct	Average variance extracted (AVE)	R-square
Green Ethical Leadership (X1)	0,670	
Organizational Commitment (X2)	0,714	
Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,728	0,738
Job Satisfaction (Z)	0,660	0,715
Average	0,693	0,727

Source: Output Smart PLS 4.1 (2025)

The GoF values obtained are as follows:

$$GoF = \sqrt{(AVE \times R\text{-}Square)} \quad (1)$$

$$GoF = \sqrt{(0,693 \times 0,727)}$$

$$GoF = 0,710$$

Based on the results obtained, the GoF value of 0.710 exceeds the threshold of 0.36. This value indicates that the combined performance of the outer model and inner model in this study can be classified as high or strong (Ghozali, 2016). Thus, the structural model and measurements in this study are able to explain the data well, both in terms of the relationship between variables and the reliability and validity of the constructs involved in the model.

3. Hypothesis Testing

After the structural model evaluation is complete, the next test is to determine whether the hypotheses proposed in the model can be accepted or must be rejected. The hypothesis testing process is carried out by analyzing the path coefficient values and t-statistic values obtained through the bootstrapping technique. Path coefficient values close to +1 represent a strong positive relationship, while values close to -1 indicate a strong negative relationship (Hair et al., 2018). T-statistic values ≥ 1.96 (at a significance level of 5%) are used as the threshold for determining whether a hypothesis is accepted or rejected.

Figure 1. Bootstrapping test results

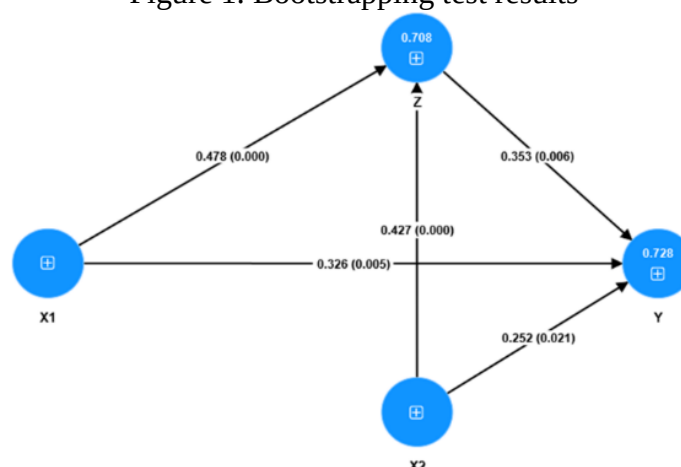


Table 5. Hypothesis testing results

Hypothesis Research	Original sample (O)	T statistics (O/STDEV)	P values	Description
Direct Effect				
Green Ethical Leadership (X1) -> Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,326	2,594	0,005	Positive- Significant
Organizational Commitment (X2) -> Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,252	2,025	0,021	Positive- Significant
Job Satisfaction (Z) -> Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,353	2,541	0,006	Positive- Significant
Green Ethical Leadership (X1) -> Job Satisfaction (Z)	0,478	4,421	0,000	Positive- Significant
Organizational Commitment (X2) -> Job Satisfaction (Z)	0,427	3,906	0,000	Positive- Significant
Indirect Effect				
Green Ethical Leadership (X1) -> Job Satisfaction (Z) -> Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,169	2,168	0,015	Complement ary Partial Mediation
Organizational Commitment (X2) -> Job Satisfaction (Z) -> Organizational Citizenship Behavior for the Environment (OCBE) (Y)	0,151	1,980	0,024	Complement ary Partial Mediation

Source: Output Smart PLS 4.1 (2025)

Discussion

The Effect of Green Ethical Leadership on Organizational Citizenship Behavior for the Environment (OCBE)

The results of hypothesis testing show that Green Ethical Leadership (X1) has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE) (Y) (Khan et al., 2019), which shows that there is a correlation between Ethical Leadership and OCBE behavior. At PT Jasa Armada Indonesia, the application of environmentally friendly ethical leadership principles can be seen in how leaders set a real example in waste management, energy use, and the implementation of environmentally friendly policies in port operations.

The Effect of Organizational Commitment on Organizational Citizenship Behavior for the Environment (OCBE)

Based on the results of hypothesis testing, the Organizational Commitment variable (X2) has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE) (Y) (Sihombing & Iqbal, 2024), who stated that organizational commitment has a positive effect on OCBE. At PT Jasa Armada Indonesia, organizational commitment is reflected in the extent to which employees feel a sense of belonging, feel connected, and show loyalty to the company.

The Effect of Job Satisfaction on Organizational Citizenship Behavior for the Environment (OCBE)

The results of hypothesis testing show that Job Satisfaction (Z) has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE) (Y) (Luthfi & Nawangsari, 2021), which state that job satisfaction has a positive and significant effect on OCBE. In the work environment of PT Jasa Armada Indonesia, job satisfaction can arise from various factors, such as a safe and clean work environment, recognition for performance, good relationships with superiors and coworkers, and opportunities for career development.

The Effect of Green Ethical Leadership on Job Satisfaction

The analysis results show that the Green Ethical Leadership variable (X1) has a positive and significant effect on Job Satisfaction (Z). This finding reinforces previous theories and studies, as stated by Freire & Bettencourt (Freire & Bettencourt, 2020) that ethical leadership contributes greatly to increased job satisfaction. At PT Jasa Armada Indonesia, Green Ethical Leadership can be realized through concrete actions by leaders, such as encouraging the efficient use of resources, supporting environmentally friendly initiatives at ports, and treating employees fairly and humanely.

The Effect of Organizational Commitment on Job Satisfaction

Based on the results of hypothesis testing, it is known that Organizational Commitment (X2) has a positive and significant effect on Job Satisfaction (Z) (Sihombing & Iqbal, 2024), which states that organizational commitment has a positive and significant effect on job satisfaction. At PT Jasa Armada Indonesia, organizational commitment can be reflected in employees' sense of belonging to the company, their desire to remain part of the organization, and their willingness to work harder to achieve the company's goals.

The Effect of Green Ethical Leadership on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an Intervening Variable

The test results show that Green Ethical Leadership (X1) has a positive and significant indirect effect on Organizational Citizenship Behavior for the Environment (OCBE) (Y) through Job Satisfaction (Z) (Nur & Christina, 2019), which shows that leadership indirectly influences OCBE through job satisfaction. At PT Jasa Armada Indonesia, leaders who implement the principles of Green Ethical Leadership, such as setting an example in applying environmentally friendly practices, treating employees fairly, and building trust, can create a positive and supportive work environment. This ethical and inspiring work environment encourages employee work, which ultimately impacts employees voluntary behavior to maintain and support the work environment (OCBE).

The Effect of Organizational Commitment on Organizational Citizenship Behavior for the Environment (OCBE) with Job Satisfaction as an Intervening Variable

The results of hypothesis testing show that Organizational Commitment (X2) has a positive and significant indirect effect on Organizational Citizenship Behavior for the Environment (OCBE) (Y) through Job Satisfaction (Z). These results support previous studies by (Sihombing & Iqbal, 2024) and (Nur & Christina, 2019), which state that organizational commitment not only has a direct effect on OCBE, but also through job satisfaction as an

intervening variable. At PT Jasa Armada Indonesia, organizational commitment is reflected in loyalty, emotional attachment, and employees' desire to contribute to the company's goals. Strong commitment to the organization will drive job satisfaction, which in turn will drive OCBE behavior in the workplace.

CONCLUSION

Based on the research and discussion described above, several conclusions can be drawn. Testing all direct effect hypotheses shows that all hypothesis results have a positive and significant effect, which in this case indicates that the higher the application of environmentally conscious ethical leadership, the higher the voluntary behavior of employees in supporting environmentally friendly organizational activities. the greater the sense of attachment and loyalty of employees to the organization, the greater their active participation in environmentally conscious behavior. Not only that, employees who are satisfied with their work tend to show voluntary attitudes and behaviors in supporting environmental sustainability in the workplace. Ethical and pro-environmental leadership styles also increase employee satisfaction with their work. Furthermore, the stronger the employees commitment to the organization, the higher their level of job satisfaction.

Meanwhile, the results of the indirect effect hypothesis test show that job satisfaction mediates the relationship between green ethical leadership and OCBE in a complementary manner. This proves that ethical leadership not only has a direct impact on OCBE behavior, but also strengthens this influence through increased employee job satisfaction. Not only that, Job Satisfaction also mediates the relationship between Organizational Commitment and OCBE in a complementary manner. This is demonstrated by employees who have high commitment to the organization and are supported by high levels of job satisfaction, which encourages the emergence of voluntary behavior in supporting environmental preservation more optimally.

REFERENCES

- Amruddin, Febrianty, Silitonga, D., Silalahi, M., Andayani, S., Harjoni, Ilyas, M., Palupi, S. M., Erwin, Hertati, L., Harahap, L. R., Syaifullah, D. H., Dewi, Irra Chrisyanti, & Almunawwaroh, M. (2023). Green Leadership: Kepemimpinan Untuk Tata Kelola Berkelanjutan. Uc.ac.id. <https://doi.org/978-623-195-301-8>
- Bhatti, S. H., Kiyani, S. K., Dust, S. B., & Zakariya, R. (2021). The impact of ethical leadership on project success: The mediating role of trust and knowledge sharing. *International Journal of Managing Projects in Business*, 14(4), 982–998
- Dewi Indriasih, Aminul Fajri, & Dinda Febriana. (2022). Pengaruh Komitmen Organisasi, Sistem Pengendalian Internal, Kompetensi Pemerintah Desa, Transparansi, dan Aksesibilitas Laporan Keuangan Terhadap Akuntabilitas Pengelolaan Dana Desa. *Ekonomi Keuangan Investasi Dan Syariah (EKUITAS)*, 3(4), 972–981. <https://doi.org/10.47065/ekuitas.v3i4.1331>
- Freire, C., & Bettencourt, C. (2020). Impact of ethical leadership on job satisfaction: the mediating effect of work–family conflict. *Leadership & Organization Development*

- Journal, 41(2). <https://doi.org/10.1108/lodj-07-2019-0338>
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23* (8th ed.). Badan Penerbit Universitas Diponegoro. (Original work published 2016)
- Hair, J. F., Ringle, C. M., Gudergan, S. P., Fischer, A., Nitzl, C., & Menictas, C. (2018). Partial least squares structural equation modeling-based discrete choice modeling: an illustration in modeling retailer choice. *Business Research*, 12(1), 115–142. <https://doi.org/10.1007/s40685-018-0072-4>
- Khan, M. A. S., Jianguo, D., Ali, M., Saleem, S., & Usman, M. (2019). Interrelations Between Ethical Leadership, Green Psychological Climate, and Organizational Environmental Citizenship Behavior: A Moderated Mediation Model. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.01977>
- Komang Krishna Darmawan, Luh Linna Sagitarini, & Indah Purnama Sari. (2022). PENERAPAN GREEN HUMAN RESOURCES MANAGEMENT PADA HOTEL NEW SUNARI LOVINA BEACH RESORT. *Jurnal Manajemen Perhotelan Dan Pariwisata*, 5(3), 278–287. <https://doi.org/10.23887/jmpp.v5i3.50837>
- Kusnadi, E. W., Muhammad Rasyid Abdillah, & Adi Rahmat. (2022). PREDIKTOR KEPUASAN KERJA PERAWAT DI RSUD KABUPATEN KEPULAUAN MERANTI: SEBUAH PENGUJIAN GOAL-SETTING THEORY. *Jurnal Daya Saing*, 8(2), 214–223. <https://doi.org/10.35446/dayasaing.v8i2.889>
- Luthfi, F., & Nawangsari, L. (2021). The Effect of Transformational Leadership and Organizational Commitments to Organizational Citizenship Behavior for The Environment (OCBE) with Job Satisfaction as Intervening Variables. *Proceedings of the 1st MICOSS Mercu Buana International Conference on Social Sciences, MICOSS 2020, September 28-29, 2020, Jakarta, Indonesia*. <https://doi.org/10.4108/eai.28-9-2020.2307361>
- Mega, Victor, & Mac. (2022). PENGARUH KOMITMEN ORGANISASI TERHADAP JOB SATISFACTION DENGAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) SEBAGAI VARIABEL INTERVENING PADA PT. SHIELD ON SERVICE INDONESIA CABANG MANADO. *Jurnal Riset Ekonomi Manajemen Bisnis Dan Akuntansi*, 10(3), 1037–1037. <https://doi.org/10.35794/emba.v10i3.43703>
- Navis, M. W., Widiastuti, N. P. E., & Sumardjo, M. (2020). FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE ENVIRONMENT OF COMMUNITY ORGANIZATIONS IN INDONESIA. *JURNAL APLIKASI MANAJEMEN*, 18(3), 449–460. <https://doi.org/10.21776/ub.jam.2020.018.03.05>
- Nur, A. M., & Christina, L. (2019). ORGANIZATION CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT AT FINANCIAL INSTITUTIONS. *Dinasti International Journal of Education Management and Social Science*, 1(2), 138–149. <https://doi.org/10.31933/dijemss.v1i2.66>

- Sihombing, O. N., & Iqbal, M. A. (2024). The Effect of Transformational Leadership and Organizational Commitment with Job Satisfaction as Intervening Variable on Organizational Citizenship Behavior for the Environment (OCBE) – Case Study of Employees in Agency of Labor, Transmigration and Energy Special Capital Region of Jakarta. *Indonesian Journal of Business Analytics*, 4(1), 127–146. <https://doi.org/10.55927/ijba.v4i1.8246>
- Ziyadeh, M. W., Othman, M., & Zaid, A. A. (2023). Effects of green human resource management on organisational sustainability: the mediating role of corporate social responsibility and organisational citizenship behaviour. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/ijoa-11-2022-3506>