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The Effects of Green Transformational Leadership and Green Attitude on Organizational Citizenship Behavior for the Environment: The Mediating Role of Organizational Commitment

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ABSTRACT

Objectives: This study analyzes the effect of Green Transformational Leadership and Green Attitude on Organizational Citizenship behavior for the Environment (OCBE), incorporating Organizational Commitment as a mediating variable at Bank Indonesia.

Methodology: Employing a quantitative approach, this research utilized the Structural Equation Modeling Partial Least Squares (SEM-PLS) method for data analysis. Data was collected via questionnaires distributed to 98 employees in the Payment System Implementation Department using a saturated sampling technique.

Finding: The results demonstrate that both Green Transformational Leadership and Green Attitude have a positive and significant direct impact on OCBE. Notably, Organizational Commitment acts as the strongest direct predictor of OCBE ($\beta = 0.541, p < 0.001$). Furthermore, Organizational Commitment significantly and partially mediates the relationships between Green Transformational Leadership and OCBE ($\beta = 0.273, p < 0.001$), and between Green Attitude and OCBE ($\beta = 0.164, p < 0.001$).

Conclusion: This study extends previous research by integrating individual-level environmental attitudes and leadership-level green behavior within a single mediation framework. Fostering pro-environmental behavior demands inspiring leadership and intrinsic ecological awareness. Cultivating strong organizational commitment is vital to translate these antecedents into actual eco-friendly practices in a central banking context.

Keywords: Green Attitude; Green Transformational Leadership; Organizational Citizenship Behavior for the Environment; Organizational Commitment.

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INTRODUCTION

The global climate crisis demands that modern institutions integrate Environmental, Social, and Governance (ESG) principles into their core operational strategies (Nurafni Sofya & Puteri, 2024; Sanjaya et al., 2025). As the central monetary authority, Bank Indonesia plays a pivotal role in driving green finance on a macro scale, which creates a moral imperative for the institution to embody these sustainability values internally through its green office policies.

Despite these high-level commitments, empirical data from 2021 to 2025 reveals persistent operational inefficiencies, such as paper consumption escalating to 16,120 reams and electricity usage reaching 2,805,000 kWh in 2024. A preliminary survey further highlights the root of this issue, indicating that 87% of employees feel a lack of genuine green role models from leadership, while 80% lack proactive personal green initiatives.

To address these inefficiencies, organizations must foster Organizational Citizenship behavior for the Environment (OCBE) voluntary, extra-role green actions performed by employees. Grounded in Social Learning Theory (Warini et al., 2023), this study proposes that cultivating a strong Green Attitude among individuals and implementing Green Transformational Leadership can effectively stimulate this voluntary behavior. When leaders act as ecological role models and employees possess intrinsic environmental awareness, sustainable practices naturally integrate into daily routines.

However, existing literature presents a distinct research gap regarding how these variables interact. While some researchers found a positive relationship between Green Attitude and OCBE, others like Akterujjaman, Islam, et al. (2022) found no significant direct effect. Similar contradictions exist regarding the direct impact of Green Transformational Leadership, indicating that these variables are often studied in isolation and may require a psychological mechanism to function effectively.

To bridge this theoretical divide, this study extends previous OCBE research by integrating individual-level environmental attitudes and leadership-level green behavior within a single mediation framework, positioning organizational commitment as the psychological mechanism linking these antecedents to OCBE in a central banking context. It hypothesizes that a leader's transformational green vision (Green Transformational Leadership) and an employee's personal ecological values (Green Attitude) will not fully translate into voluntary green actions (OCBE) unless they first foster deep emotional loyalty and belonging (Organizational Commitment) to the institution.

LITERATURE REVIEW

1. Theoretical Overview and Research Variables

The study of pro-environmental extra-role behavior in public institutions is anchored in Social Learning Theory and Social Exchange Theory (SET). Social Learning Theory posits that individuals acquire complex behavioral patterns through direct observation, cognitive processing, and social modeling within their organizational environment (Warini et al., 2023). Complementarily, Social Exchange Theory explains how social interactions generate feelings of obligation, trust, and mutual commitment that prompt discretionary actions beyond formal contractual duties.

In the structural architecture of this research, these theoretical foundations explain the interaction among the constructed variables:

- Green Transformational Leadership (X_1) serves as the behavioral "live model" within Social Learning Theory. Leaders who exhibit idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration regarding sustainability provide the cognitive benchmarks that employees observe and retain (Chen dan Chang dalam Elshaer et al. (2025))
- Green Attitude (X_2) represents the internal cognitive and affective evaluative system of the individual (Sheikh et al., 2025). Encompassing environmental knowledge alongside

egoistic, altruistic, and biospheric concerns, it acts as the personal psychological driver that shapes an employee's intrinsic motivation to act sustainably.

- Organizational Commitment (Z) functions as the psychological bridge grounded in Social Exchange Theory. Comprising affective, continuance, and normative dimensions, it reflects the strength of an employee's emotional bond and perceived reciprocal obligation toward the institution (Otoo & Rather, 2024).
- Organizational Citizenship Behavior for the Environment / OCBE (Y) represents the primary outcome variable, defined as discretionary, unrewarded eco-friendly actions performed by employees (Akterujjaman, Blaak, et al., 2022). Under Social Learning Theory and SET, OCBE is the behavioral reproduction phase resulting from observing leadership modeling, possessing environmental values, and feeling loyal to the organization.

2. State-of-the-Art of the Research

Research in Green Human Resource Management (GHRM) and organizational behavior has increasingly shifted from testing simple direct-effect models toward uncovering complex psychological and mediating mechanisms. While classical literature often assumed that organizational green policies or individual values automatically lead to green actions, empirical findings across different sectors reveal notable inconsistencies and research gaps:

- Reconciling Literature Inconsistencies: Prior studies exhibit conflicting empirical results regarding direct drivers of OCBE. For instance, while Fernando & Weerakkody (2024) observed a strong direct link between Green Attitude and OCBE, Akterujjaman et al. (2022) found no significant direct effect. Similarly, (Sobaih et al., 2022) demonstrated that green transformational leadership directly drives employee pro-environmental behavior, whereas Jing et al. (2026) argued that leadership alone is statistically insufficient without intermediate motivational factors.
- Integrating Organizational Commitment as a Mediator: To address these empirical contradictions, this study introduces Organizational Commitment as a vital mediating mechanism. It tests whether personal environmental values (Green Attitude) and leadership vision (GTL) require emotional alignment and institutional loyalty (Organizational Commitment) to reliably translate into voluntary workplace behavior (OCBE).
- Contextual Shift to Central Banking Governance: The majority of existing OCBE literature heavily focuses on the hospitality, manufacturing, and commercial banking sectors. This study advances the state-of-the-art by examining these dynamics within a central monetary authority (Bank Indonesia). In central banking, institutional credibility in regulating macroprudential green finance depends heavily on internal operational compliance and voluntary resource efficiency.

3. Analysis of Research Variables and Relevant Publications

This study constructs its theoretical framework around four primary variables to comprehensively analyze pro-environmental behavior in the workplace. First, Green Transformational Leadership is defined as leadership behavior that inspires, motivates, and encourages subordinates to achieve environmental goals and surpass expected performance levels. As conceptualized by Srivastava et al. (2024), this leadership style acts as a key driver of green dynamic capabilities, fostering organizational green culture and employee retention through psychological support. Operationally, it provides a role model for ecological behavior,

articulates a compelling vision of environmental sustainability, stimulates innovative solutions to operational waste, and actively mentors employees on environmental competencies.

Second, Green Attitude reflects an individual's cognitive awareness and affective concern regarding environmental preservation. Grounded in the works Sheikh et al. (2025), this variable bridges theoretical knowledge with actionable pro-environmental intent. It relies heavily on environmental knowledge, which entails understanding the ecological footprint of workplace activities, alongside environmental concern that encompasses egoistic motives for personal safety, altruistic motives for the well-being of others, and biospheric motives to preserve ecosystems.

Third, Organizational Commitment denotes the psychological force that binds an employee to a specific institution, dictating their loyalty and willingness to exert extra effort. Expanding on Hassan Abdou (2025) multidimensional framework, researchers emphasize that this commitment forms when individual values align seamlessly with institutional culture. It spans affective emotional attachment and pride, pragmatic continuance awareness regarding the costs of leaving, and an internalized normative moral obligation to stay loyal to the institution.

Finally, Organizational Citizenship Behavior for the Environment (OCBE) serves as the outcome variable, representing voluntary, unrewarded discretionary actions performed by employees that contribute directly to institutional environmental sustainability. Grounded in the foundational work of Choiroh et al. (2025), OCBE bridges the operational gaps left unaddressed by formal corporate policies. Behaviorally, it is realized through autonomous resource conservation, active participation in voluntary green events, and mutual assistance among colleagues regarding sustainable work habits.

Theoretically, Social Learning Theory (SLT) and Social Exchange Theory (SET) provide the foundation for the proposed relationships. Under SLT, Green Transformational Leadership serves as an observational role model that directly shapes OCBE and builds Organizational Commitment through supportive interactions. Meanwhile, SET explains that Green Attitude fosters a sense of reciprocal obligation when aligned with the organization's goals, leading to enhanced Organizational Commitment, which subsequently translates into voluntary, extra-role environmental actions (OCBE).

4. Research Hypothesis

Based on the synthesis of Social Learning Theory, Social Exchange Theory, and empirical literature, seven research hypotheses are formulated:

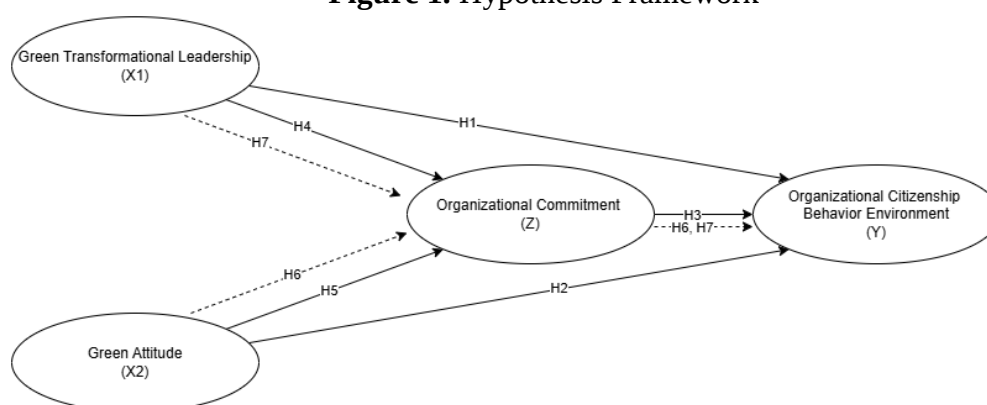
- H1: Green Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE).
- H2: Green Attitude has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE).
- H3: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE).
- H4: Green Transformational Leadership has a positive and significant effect on Organizational Commitment.
- H5: Green Attitude has a positive and significant effect on Organizational Commitment.
- H6: Organizational Commitment positively and significantly mediates the effect of Green Transformational Leadership on Organizational Citizenship Behavior for the Environment (OCBE).

- H7: Organizational Commitment positively and significantly mediates the effect of Green Attitude on Organizational Citizenship Behavior for the Environment (OCBE).

5. Theoretical Framework

The hypothesis framework (in Figure 1) illustrates that Green Transformational Leadership (X_1) and Green Attitude (X_2) act as independent structural antecedents that drive Organizational Citizenship Behavior for the Environment (Y). Rather than assuming an exclusively direct relationship, the model incorporates Organizational Commitment (Z) as a crucial psychological mediator.

Figure 1. Hypothesis Framework



METHOD

This study employs a quantitative research approach to gather numerical data that can be measured and categorized through statistical analysis to test the formulated hypotheses.

1. Research Design

This causal study examines the direct effects of Green Transformational Leadership and Green Attitude on OCBE, as well as their indirect effects mediated by Organizational Commitment.

2. Population and Sample

The target population consisted of all 98 permanent employees actively working in the Payment System Implementation Department (Departemen Penyelenggaraan Sistem Pembayaran) at Bank Indonesia. Given the highly specific and manageable population size, the study applied a saturated sampling (census) technique (Suriani et al., 2023). Consequently, all 98 employees were included as respondents, a method chosen to eliminate sampling error and ensure full data representation.

3. Data Collection Techniques and Instrument Development

Primary data were collected cross-sectionally (Jan-Mar 2026) using a pilot-tested, 5-point Likert scale questionnaire to measure Green Transformational Leadership (6 items), Green Attitude (5), Organizational Commitment (6), and OCBE (8).

4. Data Analysis Techniques

The data were analyzed using SEM-PLS (SmartPLS v4.1.1.5) with 5,000 bootstrapping subsamples. The evaluation included the outer model for validity ($AVE > 0.50$, $HTMT < 0.90$)

and reliability (CR & Cronbach's Alpha > 0.70) (Arifin et al., 2023), followed by the inner model to assess predictive power (R-square) and test both direct and indirect hypotheses (acce(Sholecha & Hardiningsih, 2025)(Sholecha & Hardiningsih, 2025).

RESULTS AND DISCUSSION

Results

This study used a quantitative SEM-PLS approach (SmartPLS v4.1.1.5) to test hypotheses in two stages: outer model evaluation for validity and reliability, and inner model evaluation for structural relationships, applying 5,000 bootstrapping subsamples for significance testing.

Measurement Model Evaluation (Outer Model)

To ensure the robustness of the research instrument, a comprehensive measurement model evaluation was conducted. The assessment began by testing indicator reliability. As shown in Table 1, all outer loadings ranged from 0.707 to 0.880, comfortably exceeding the recommended 0.70 threshold and demonstrating that each indicator properly measures its underlying construct.

Figure 2. Outer Model Result

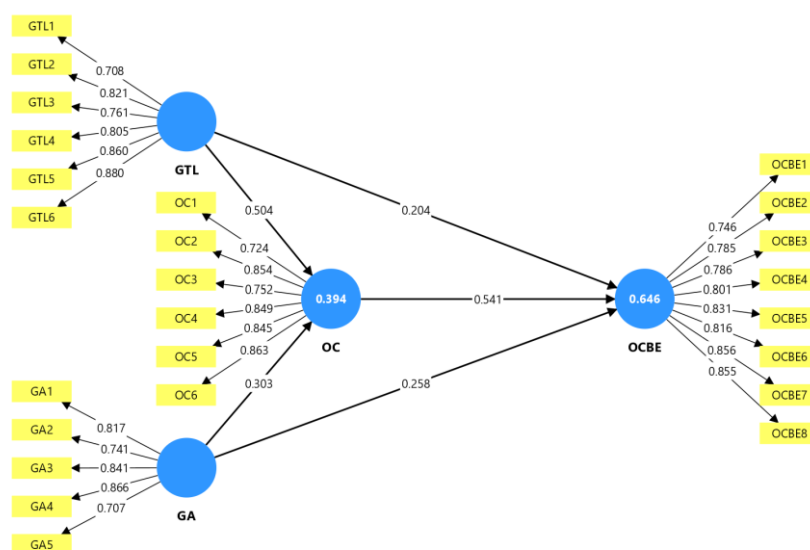


Table 1. Outer Loadings Results

Variabel	Indikator	Outer Loading	Description
Green Attitude	GA1	0,817	Valid
	GA2	0,741	Valid
	GA3	0,841	Valid
	GA4	0,866	Valid
	GA5	0,707	Valid
Green Transformational Leadership	GTL1	0,708	Valid
	GTL2	0,821	Valid
	GTL3	0,761	Valid
	GTL4	0,805	Valid
	GTL5	0,860	Valid
	GTL6	0,880	Valid

Variabel	Indikator	Outer Loading	Description
Organizational Commitment	OC1	0,724	Valid
	OC2	0,854	Valid
	OC3	0,752	Valid
	OC4	0,849	Valid
	OC5	0,845	Valid
	OC6	0,863	Valid
OCBE	OCBE1	0,746	Valid
	OCBE2	0,785	Valid
	OCBE3	0,786	Valid
	OCBE4	0,801	Valid
	OCBE5	0,831	Valid
	OCBE6	0,816	Valid
	OCBE7	0,856	Valid
	OCBE8	0,855	Valid

Source: Primary Data Processing (SmartPLS)

Following indicator reliability, convergent validity was assessed primarily through the Average Variance Extracted (AVE) metric. As detailed in Table 2, all variables recorded AVE values well above the established 0.50 threshold, ranging from 0.635 to 0.666. This confirms that each construct effectively extracts a sufficient amount of variance from its specific indicators, validating the accuracy of the measurement model.

Table 2. Convergent Validity Results

Construct	AVE
Green Attitude (GA)	0.635
Green Transformational Leadership (GTL)	0.653
Organizational Commitment (OC)	0.666
Organizational Citizenship Behavior Environment (OCBE)	0.656

Source: Primary Data Processing (SmartPLS)

Table 3. Discriminant Validity (HTMT)

Construct	GA	GTL	OC	OCBE
GA	-	-	-	-
GTL	0.194	-	-	-
OC	0.419	0.604	-	-
OCBE	0.545	0.580	0.822	-

Source: Primary Data Processing (SmartPLS)

Table 4. Construct Reliability Results

Construct	Cronbach's Alpha	Composite Reliability (Rho_c)
Green Attitude (GA)	0.856	0.896
Green Transformational Leadership (GTL)	0.893	0.918
Organizational Commitment (OC)	0.899	0.923
Organizational Citizenship Behavior Environment (OCBE)	0.925	0.939

Source: Primary Data Processing (SmartPLS)

Following the confirmation of convergent validity, the model was evaluated for discriminant validity to guarantee that each construct remains empirically distinct from the others. Utilizing the Heterotrait-Monotrait Ratio (HTMT) metric presented in Table 3, all

correlation values fell strictly below the conservative 0.90 threshold. The highest recorded ratio was 0.822 between Organizational Commitment and OCBE, establishing definitive discriminant validity across the entire structural framework and proving that the variables measure uniquely different concepts.

Finally, the instrument's internal consistency was measured to ensure that the survey responses were stable and dependable. As outlined in Table 4, the model demonstrated high reliability across the board. Both Cronbach's Alpha and Composite Reliability (Rho_c) values significantly exceeded the strict 0.70 standard for all constructs. This robust internal consistency confirms that the questionnaire items reliably measure their respective latent variables without random measurement errors, providing a solid foundation for the subsequent structural evaluations.

Structural Model Evaluation (Inner Model)

The structural model evaluation, or inner model, assesses the predictive capability of the independent variables on the dependent variables by examining the R-square (R^2) values. As presented in Table 5, the model demonstrates robust predictive power. The variable Organizational Commitment obtained an R^2 value of 0.394, indicating that 39.4% of the variance in employees' commitment to the institution can be explained by the combined influence of Green Transformational Leadership and Green Attitude. The remaining 60.6% is influenced by other external factors not included in this study. This classifies the predictive power for Organizational Commitment as moderate, which is a solid foundation for behavioral research. Furthermore, the R^2 value of 0.646 indicates that 64.6% of the variance in OCBE is explained by Green Transformational Leadership, Green Attitude, and Organizational Commitment, demonstrating substantial predictive capacity within the model.

Table 5. R-Square Results

Construct	R-Square	Criteria
Organizational Commitment (OC)	0.394	Moderate
Organizational Citizenship Behavior Environment (OCBE)	0.646	Strong

Table 6. Effect Size (f^2) Results

Path	f^2
Green Attitude -> Organizational Commitment	0.148
Green Attitude -> Organizational Citizenship Behavior Environment	0.160
Green Transformational Leadership -> Organizational Commitment	0.410
Green Transformational Leadership -> OCBE	0.082
Organizational Commitment -> OCBE	0.502

Furthermore, the effect sizes (f^2) were evaluated to measure the magnitude of each predictor's impact on the endogenous constructs, as detailed in Table 6. Organizational Commitment demonstrated a large effect size on OCBE ($f^2 = 0.502$), as did Green Transformational Leadership on Organizational Commitment ($f^2 = 0.410$). Green Attitude showed a medium effect on OCBE ($f^2 = 0.160$) and a small effect on Organizational Commitment ($f^2 = 0.148$). Lastly, Green Transformational Leadership had a small effect on OCBE ($f^2 = 0.082$).

Hypothesis Testing

Following the R-square evaluation, hypothesis testing was conducted using a bootstrapping resampling procedure in SmartPLS to determine the statistical significance of both direct and mediating paths. A hypothesis is empirically supported if the calculated T-statistic exceeds the critical value of 1.96 and the P-value falls strictly below the 0.05 significance level. The results, comprehensively detailed in Table 7 and visually represented by the path coefficients in Figure 3, confirm that all seven proposed hypotheses are supported by the data.

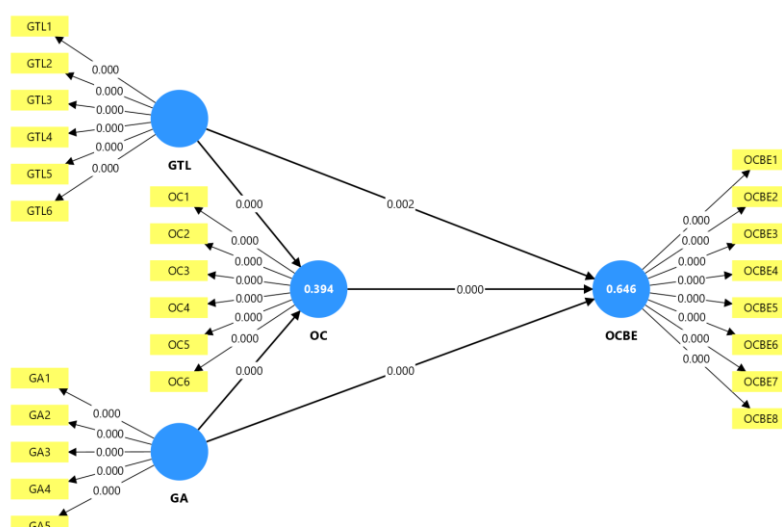
Table 7. Hypothesis Testing Results

Hypothesis	Path	Original Sample (O)	T-Statistic	P-Value	Decision
Direct Effects					
H1	GTL → OCBE	0.204	3.059	0.002	Supported
H2	GA → OCBE	0.258	4.069	0.000	Supported
H3	OC → OCBE	0.541	7.237	0.000	Supported
H4	GTL → OC	0.504	7.878	0.000	Supported
H5	GA → OC	0.303	3.495	0.000	Supported
Indirect Effects (Mediation)					
H6	GTL → OC → OCBE	0.273	4.725	0.000	Supported
H7	GA → OC → OCBE	0.164	3.635	0.000	Supported

Source: Primary Data Processing (SmartPLS)

For the direct effects, the analysis reveals that Organizational Commitment exerts the strongest influence on OCBE, recording the highest path coefficient ($O = 0.541$) and a highly significant T-statistic of 7.237 ($P = 0.000$). This proves that emotional attachment and loyalty to the institution are the primary drivers of voluntary green actions. Furthermore, Green Transformational Leadership significantly impacts both Organizational Commitment ($O = 0.504$, $T = 7.878$, $P = 0.000$) and OCBE ($O = 0.204$, $T = 3.059$, $P = 0.002$). These figures indicate that a leader's green vision powerfully enhances employee loyalty while also directly encouraging eco-friendly practices. Similarly, Green Attitude demonstrates a positive and significant direct effect on both Organizational Commitment ($O = 0.303$, $T = 3.495$, $P = 0.000$) and OCBE ($O = 0.258$, $T = 4.069$, $P = 0.000$), confirming that personal ecological awareness translates into organizational dedication and tangible workplace actions.

Figure 3. Path Coefficients and T-Statistics



Regarding the indirect effects, the bootstrapping results validate the crucial mediating role of Organizational Commitment. The mediation path from Green Transformational Leadership to OCBE (H6) is positive and highly significant ($O=0.273$, $T=4.725$, $P=0.000$). Similarly, the mediation path from Green Attitude to OCBE (H7) is also supported ($O=0.164$, $T=3.635$, $P=0.000$). Because the direct relationships between both antecedents (GTL and GA) and OCBE remain statistically significant, Organizational Commitment functions as a partial, complementary mediation mechanism. This underscores that while leadership and attitudes directly drive green actions, their efficacy is significantly amplified when channeled through institutional emotional loyalty.

Discussion

This section discusses the empirical findings and theoretical implications of the seven formulated hypotheses, detailing both direct and mediating effects.

1. The Influence of Green Transformational Leadership on OCBE (H1)

Green Transformational Leadership directly and significantly enhances OCBE (supporting H1). Under Social Learning Theory, leaders acting as ecological role models inspire employees to spontaneously replicate pro-environmental behaviors (e.g., conserving electricity) without strict enforcement. These results corroborate the empirical findings of Jing et al. (2026), that transformational leadership tangibly inspires and amplifies voluntary environmental actions. Furthermore, this aligns with Elshaer et al. (2022) and Aboramadan (2022), affirming that leaders who stimulate intrinsic motivation and act as ecological role models successfully direct subordinates' discretionary behaviors toward sustainability.

2. The Influence of Green Attitude on OCBE (H2)

Green Attitude has a positive and highly significant direct impact on OCBE (confirming H2). Employees' ecological maturity transforms environmental conservation from a mere procedural task into a moral imperative, driving spontaneous green workplace habits. This finding provides strong empirical support for Akterujjaman, Blaak, et al. (2022), who position pro-environmental attitudes as a primary determinant driving employees to dedicate time and energy to organizational green initiatives, validating that an individual's positive environmental affect directly correlates with a higher intensity of environmental citizenship behavior in the workplace.

3. The Influence of Organizational Commitment on OCBE (H3)

Organizational Commitment exerts the most dominant direct influence on OCBE (fully supporting H3). Emotional loyalty and institutional pride act as psychological fuel, leading employees to view resource conservation as a personal moral responsibility. Theoretically, this research reinforces the empirical conclusions of García-Cruz & Valle-Cabrera (2025). That study proves that high affective and normative commitment lead to an increase in extra-role behaviors, as loyal employees willingly sacrifice personal convenience to maintain a harmonious and eco-friendly work environment.

4. The Influence of Green Transformational Leadership on Organizational Commitment (H4)

Green Transformational Leadership profoundly impacts Organizational Commitment (supporting H4). Leaders who replace coercive management with intellectual stimulation and visionary environmental goals successfully secure employees' long-term affective and normative dedication. This analysis reflects the theoretical perspectives of Sutjjanus et al. (2024), who argued that leaders providing visionary challenges alongside appropriate guidance significantly boost employee satisfaction and loyalty. It also confirms Hassan Abdou (2025) perspective that employees' affective commitment is highly sensitive to their superiors' characteristics, with inspiring leadership acting as a primary catalyst for long-term institutional dedication.

5. The Influence of Green Attitude on Organizational Commitment (H5)

Green Attitude significantly strengthens Organizational Commitment through value congruence (validating H5). When employees' personal ecological ideals align with the institution's green programs, they experience deep emotional satisfaction and a stronger institutional bond. This finding provides concrete support for the study by Raho & Benchikh (2025), which highlighted that pride in a socially and ecologically responsible institution automatically strengthens employees' affective commitment.

6. The Mediating Effect of Organizational Commitment on the Relationship Between Green Transformational Leadership and OCBE (H6)

Organizational Commitment serves as a crucial psychological bridge mediating Green Transformational Leadership and OCBE (supporting H6). A leader's visionary modeling must build emotional trust and affective commitment first before it translates into voluntary extra-role environmental dedication. This empirical evidence strongly aligns with the framework proposed by Ribeiro et al. (2022), explaining that inspiring leadership operates progressively by fostering affective commitment as its primary engine. It also serves as tangible proof of Hassan Abdou (2025) thesis, affirming that employees emotionally supported by a visionary leader experience a surge in organizational commitment, which ultimately triggers voluntary actions to protect the environment.

7. The Mediating Effect of Organizational Commitment on the Relationship Between Green Attitude and OCBE (H7)

Organizational Commitment positively and significantly mediates the effect of Green Attitude on OCBE (supporting H7). Internal ecological care only translates into workplace action when employees feel a sense of institutional loyalty and belonging. This mediation mechanism fully supports the recent findings by Aulia & Arijanto (2025). Their research confirms

that employees with strong environmental attitudes must first build affective commitment before initiating real action, with organizational commitment acting as a critical intervention variable that transforms personal ecological idealism into concrete institutional contributions.

CONCLUSION

The transition toward a sustainable economy requires institutions to embody ecological responsibility at every operational level. This study successfully validates a comprehensive behavioral model within a central monetary authority, proving that Green Transformational Leadership and Green Attitude significantly drive OCBE, with Organizational Commitment acting as a critical partial mediator.

Theoretical Implications

This research extends Social Learning and Social Exchange Theories by demonstrating that voluntary green behaviors are organically cultivated through reciprocal emotional attachment, shared values, and leadership modeling, rather than merely dictated by formal policies.

Managerial Implications

To address resource challenges, Bank Indonesia management should foster intellectual stimulation through grassroots green innovation forums and emphasize biospheric impacts in sustainability campaigns. Crucially, the institution must strengthen affective commitment via supportive employment practices, career development, and employee well-being.

Limitations and Future Research

This study has three main limitations: a restricted sample (98 employees from a single department), a cross-sectional design that limits causal inferences, and potential common method bias from self-reported questionnaires. Future research should utilize longitudinal designs and incorporate broader organizational variables, such as Green Human Resource Management (GHRM), green climate, or green organizational culture.

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