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The Effects of Green Transformational Leadership and Career Development on Employee Engagement: The Mediating Role of Organizational Commitment

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ABSTRACT

Objectives: This study analyzes the effect of Green Transformational Leadership and Career Development on Employee Engagement, incorporating Organizational Commitment as a mediating variable at Bank Indonesia.

Methodology: Employing a quantitative approach, this research utilized the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. Data was collected via questionnaires distributed to 93 employees in the Economic and Monetary Policy Department using a saturated sampling technique.

Finding: The results demonstrate that both Green Transformational Leadership and Career Development have a positive and significant direct impact on Employee Engagement. Furthermore, Organizational Commitment had the strongest direct effect on Employee Engagement ($\beta = 0.412$) while significant indirect effects were identified for Green Transformational Leadership ($\beta = 0.215$) and Career Development ($\beta = 0.212$) through Organizational Commitment.

Conclusion: Fostering a highly engaged workforce requires more than standard managerial directives; it demands inspiring ecological leadership and transparent professional growth pathways. Cultivating a strong organizational commitment is vital to translating leadership initiatives and career support into maximum emotional and cognitive dedication in the workplace.

Keywords: Career Development; Employee Engagement; Green Transformational Leadership; Organizational Commitment.

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INTRODUCTION

Global volatility forces modern institutions to revolutionize their human resource strategies for resilience (Ahmić & Ćosić, 2025). Organizations currently face productivity declines and eroded trust, undermining Employee Engagement—a key competitive advantage. Globally, a vast majority of the workforce remains uninspired or actively disengaged (Gallup, 2025), threatening institutional continuity and the achievement of strategic targets.

Indonesia mirrors this trend, with many workers seeking external opportunities due to ambiguous professional growth (Pougajendy et al., 2024). This engagement crisis stems from rigid leadership and a lack of transparent career structures. Concurrently, the shift toward sustainable business requires active participation and deep emotional dedication from all employees, not just top-down directives.

As a central monetary authority, Bank Indonesia (BI) requires high-quality human capital to accelerate sustainable finance and maintain macroeconomic stability (Nurhanida et al., 2026). While striving to be a public sector ESG role model (aligning with SDGs 8 and 12), BI faces internal hurdles. From 2021 to 2025, "outstanding" employee performance dropped from 92.15% to 78.40%, while "underperformers" surged from 7.85% to 21.60%. This decline symptomizes stagnant engagement, which is further validated by preliminary surveys: 84% of employees are confused about their career roadmaps, 64% feel leaders lack sustainability integration, and 56% hesitate to stay long-term due to low emotional commitment.

Preliminary surveys highlight the root causes of this stagnation. A striking 84% of employees expressed confusion regarding the transparency of their career roadmaps and future specializations. Furthermore, 64% felt that unit leaders have not consistently integrated sustainability values into their daily decision-making processes. Consequently, this disconnect has severely impacted emotional commitment, with 56% of respondents expressing hesitation about remaining with the institution long-term.

To resolve these organizational bottlenecks, this study aims to systematically elevate Employee Engagement. To bridge the existing theoretical divide, this study addresses three layers of research gaps: the empirical gap regarding the inconsistent direct effects of leadership and career development on engagement, the mechanism gap concerning how and why these antecedents translate into engagement, and the contextual gap due to the limited research within central banking institutions. The novelty of this study lies in integrating sustainability-oriented leadership and career development within a unified employee engagement model, while positioning organizational commitment as the psychological mechanism linking these organizational antecedents to employee engagement in a central banking context.

LITERATURE REVIEW

1. Theoretical Overview and Research Variables

Anchored in Social Exchange Theory (SET), employee engagement is driven by reciprocity. When employees perceive a fair social exchange through socio-emotional benefits—such as inspiring leadership and clear career growth—they reciprocate with deeper trust, forming Organizational Commitment and, ultimately, Employee Engagement (Blau, 1964). Within this research architecture, these theoretical foundations explain the interactions among the variables:

- Green Transformational Leadership (X_1) acts as a behavioral catalyst. By demonstrating charismatic influence, inspirational motivation, intellectual stimulation, and individualized consideration in sustainability, leaders inspire employees to align personal values with organizational goals (Chen dan Chang dalam Elshaer et al. (2025)).
- Career Development (X_2) provides structural support. Through clear pathways and skill enhancement, it serves as an organizational investment fulfilling employees' needs for professional actualization and future security (Abdillah et al., 2025).

- Organizational Commitment (Z) functions as a psychological bridge grounded in SET's reciprocity norm. It reflects the emotional bond and moral loyalty (affective, continuance, and normative dimensions) employees develop in response to organizational support (Saini, 2025).
- Employee Engagement (Y): the primary outcome, defined as total physical, cognitive, and emotional work immersion. Under SET, it is the ultimate behavioral reciprocation for supportive leadership, career clarity, and institutional belonging (Ridho Lazuardi Wahyudi (Ridho Lazuardi Wahyudi & Odi Jarodi, 2025).

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

Research in human resource management has increasingly shifted from testing simple direct-effect models toward uncovering complex psychological mechanisms. While classical literature assumed that organizational policies automatically lead to high engagement, empirical findings reveal notable inconsistencies:

- Reconciling Literature Inconsistencies: Prior studies exhibit conflicting results regarding the direct drivers of engagement. For instance, while Tran (2023) observed a strong direct link between transformational leadership and employee engagement, Hansaram et al. (2023) argued that such leadership often fails to internalize into daily routines, resulting in insignificant impacts. Similarly, Niraula et al. (2025) demonstrated that career development drives engagement, whereas Willy Singal (2023) found no significant effect.
- Integrating Organizational Commitment as a Mediator: Addressing empirical contradictions, this study positions Organizational Commitment as a mediating mechanism. It evaluates whether leadership vision (GTL) and professional growth (Career Development) require emotional alignment and institutional loyalty to translate into Employee Engagement.
- Contextual Shift to Central Banking Governance: Shifting from the typical focus on commercial sectors, this study examines engagement dynamics within a central monetary authority (Bank Indonesia), where credibility in regulating macroprudential green finance depends on internal employee dedication and operational compliance.

3. Analysis of Research Variables and Relevant Publications

This study constructs its theoretical framework around four primary variables. First, Green Transformational Leadership integrates an environmental vision to inspire collective sustainability goals. Although the outcome is general Employee Engagement, this leadership style is selected for Bank Indonesia because it generates value congruence and perceived organizational support, enhancing general commitment and engagement. It internalizes green values into employee identities Elshaer et al. (2025). Operationally, it provides ecological role models, articulates vision, stimulates solutions, and mentors on environmental competencies (Suliman et al., 2023).

Second, Career Development acts as a strategic mechanism to align individual potential with organizational vision through transparency, structured promotion, and accessible training. Providing a clear career roadmap facilitates professional growth, reduces turnover intention, and builds a foundation for long-term loyalty and motivation (Joo et al., 2024; Sholikhah et al., 2024).

Third, Organizational Commitment is the psychological force that binds employees to an institution. This commitment forms when individual values align with institutional culture

(Otoo & Rather, 2024). It spans affective attachment, continuance awareness regarding the costs of leaving, and a normative moral obligation to stay loyal (Saini, 2025).

Finally, Employee Engagement serves as the outcome variable, representing a psychological state of physical, cognitive, and emotional investment in work that transcends basic job satisfaction. Behaviorally, it is realized through vigor, dedication, and absorption in daily tasks to meet strategic targets (Saini, 2025).

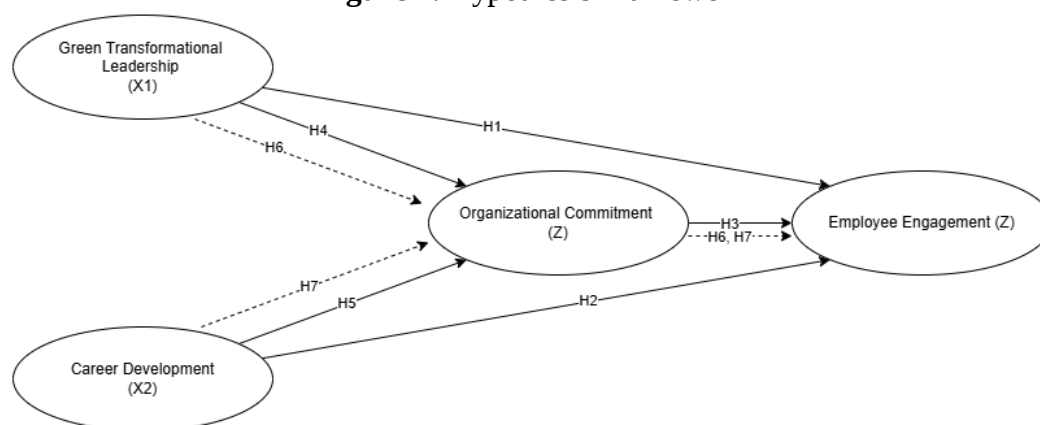
4. Research Hypothesis

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

- H1: GTL has a positive and significant effect on Employee Engagement.
- H2: Career Development has a positive and significant effect on Employee Engagement.
- H3: Organizational Commitment has a positive and significant effect on Employee Engagement.
- H4: GTL has a positive and significant effect on Organizational Commitment.
- H5: Career Development has a positive and significant effect on Organizational Commitment.
- H6: Organizational Commitment mediates the effect of GTL on Employee Engagement.
- H7: Organizational Commitment mediates the effect of Career Development on Employee Engagement.

5. Theoretical Framework

Figure 1. Hypothesis Framework



The hypothesis framework illustrates that Green Transformational Leadership (X_1) and Career Development (X_2) act as independent structural antecedents that drive Employee Engagement (Y). Rather than assuming an exclusively direct relationship, the structural model incorporates Organizational Commitment (Z) as a crucial psychological mediator bridging the independent variables to the final outcome.

METHOD

This study employs a quantitative methodology to systematically evaluate the proposed theoretical framework.

1. Research Design

This study applies a causal, quantitative research design to empirically dissect the interplay between the specified variables. The design is formulated to measure the direct influence of Green Transformational Leadership and Career Development on Employee Engagement, while simultaneously testing the indirect psychological mechanism provided by Organizational Commitment as a mediating factor.

2. Population and Sample

The population comprised all 93 permanent staff in the Economic and Monetary Policy Department (*Departemen Kebijakan Ekonomi dan Moneter*) at Bank Indonesia. A saturated sampling (census) strategy was implemented, involving all 93 employees as respondents to eliminate sampling errors and ensure representation (Suriani et al., 2023).

3. Data Collection Techniques and Instrument Development

Primary data was collected using a structured questionnaire with a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The instrument comprises 24 indicators: 6 each for Green Transformational Leadership, Career Development, Organizational Commitment, and Employee Engagement. Secondary data was gathered from institutional documents, sustainability reports, human resource guidelines, and academic literature.

4. Data Analysis Techniques

Data was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) in two phases. For the Measurement Model (Outer Model), construct validity and reliability were verified using Average Variance Extracted ($AVE > 0.50$), the Heterotrait-Monotrait Ratio ($HTMT < 0.90$) for discriminant validity, and Composite Reliability ($CR > 0.70$) (Arifin et al., 2023). For the Structural Model (Inner Model), predictive accuracy was assessed via the R^2 coefficient, and hypothesis testing employed a bootstrapping resampling technique to verify direct and mediation paths. Hypotheses were accepted if the T-statistic exceeded 1.96 and the P-value was below 0.05 (Sholecha & Hardiningsih, 2025).

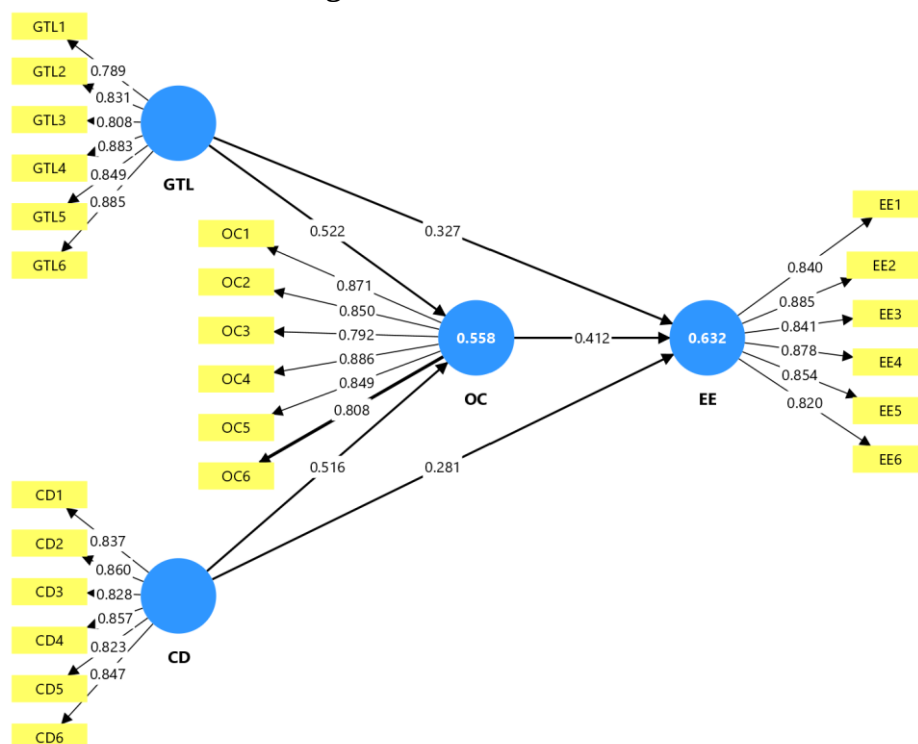
RESULTS AND DISCUSSION

Results

This study tested the proposed hypotheses using Partial Least Squares-Structural Equation Modeling (PLS-SEM) via SmartPLS 4.1.1.5. The analysis proceeded in two phases: evaluating the outer model for measurement capabilities and the inner model for structural relationships. Finally, significance testing applied a bootstrapping procedure with 5,000 subsamples.

Measurement Model Evaluation (Outer Model)

Figure 2. Outer Model Result



The initial analytical phase focused on establishing the measurement model's integrity. Indicator reliability was confirmed as all outer loadings exceeded the recommended 0.70 threshold. As shown in Table 1, the outer loadings ranged from 0.789 to 0.886, demonstrating that each indicator properly measures its underlying construct.

Table 1. Outer Loadings Results

Variabel	Indikator	Outer Loading	Description
Career Development	CD1	0,837	Valid
	CD2	0,860	Valid
	CD3	0,828	Valid
	CD4	0,857	Valid
	CD5	0,823	Valid
	CD6	0,847	Valid
Employee Engagement	EE1	0,840	Valid
	EE2	0,885	Valid
	EE3	0,841	Valid
	EE4	0,878	Valid
	EE5	0,854	Valid
	EE6	0,820	Valid
Green Transformational Leadership	GTL1	0,789	Valid
	GTL2	0,831	Valid
	GTL3	0,808	Valid
	GTL4	0,883	Valid
	GTL5	0,849	Valid
	GTL6	0,885	Valid

Variabel	Indikator	Outer Loading	Description
Organizational Commitment	OC1	0,871	Valid
	OC2	0,850	Valid
	OC3	0,792	Valid
	OC4	0,886	Valid
	OC5	0,849	Valid
	OC6	0,808	Valid

Source: Primary Data Processing (SmartPLS)

Table 2. Convergent Validity Results

Construct	AVE
Career Development (CD)	0.710
Employee Engagement (EE)	0.728
Green Transformational Leadership (GTL)	0.708
Organizational Commitment (OC)	0.711

Source: Primary Data Processing (SmartPLS)

Following indicator reliability, convergent validity was assessed primarily through the Average Variance Extracted (AVE) metric. Table 2 demonstrates that all observed variables yielded AVE scores surpassing the minimum 0.50 requirement, with values spanning between 0.708 and 0.728. Figure 2 verify that every construct successfully captures an adequate proportion of variance from its designated indicators, thereby establishing a valid measurement foundation.

Subsequent to the convergent validity check, the structural framework was tested for discriminant validity to ascertain the empirical uniqueness of each construct. Applying the Heterotrait-Monotrait Ratio (HTMT) approach detailed in Table 3, the analysis reveals that all inter-construct correlations remain strictly below the 0.90 limit. The peak ratio observed was 0.797 between Organizational Commitment and Employee Engagement, providing clear statistical evidence that the variables evaluate distinct phenomena rather than overlapping concepts.

Table 3. Discriminant Validity (HTMT)

Construct	CD	EE	GTL	OC
CD	-	-	-	-
EE	0.548	-	-	-
GTL	0.086	0.601	-	-
OC	0.576	0.797	0.576	-

Source: Primary Data Processing (SmartPLS)

Table 4. Construct Reliability Results

Construct	Cronbach's Alpha	rho_A	rho_C
Career Development (CD)	0.918	0.925	0.936
Employee Engagement (EE)	0.925	0.925	0.941
Green Transformational Leadership (GTL)	0.917	0.929	0.936
Organizational Commitment (OC)	0.919	0.923	0.937

Source: Primary Data Processing (SmartPLS)

To conclude the outer model evaluation, the internal consistency of the survey instrument was rigorously quantified. As documented in Table 4, the Composite Reliability (Rho_c) coefficients for all latent variables ranged from 0.936 to 0.941. This internal

consistency is further supported by Cronbach's Alpha values (0.917–0.925) and Rho_A values (0.923–0.929), all of which securely surpassed the required 0.70 threshold. This confirms the stability and dependability of the questionnaire items, ensuring the data is free from severe random measurement errors prior to the structural analysis.

Structural Model Evaluation (Inner Model)

The inner model evaluation shifts the focus toward the predictive capacity of the hypothesized relationships, quantified by the coefficient of determination (R^2). Table 5 illustrates that the combined impact of Green Transformational Leadership and Career Development explains 55.8% of the variance in Organizational Commitment ($R^2 = 0.558$). Furthermore, the dependent variable, Employee Engagement, secured an R^2 of 0.632, signifying that 63.2% of the variance in employee dedication is simultaneously driven by leadership style, career support, and institutional commitment. Both results reflect a moderate yet substantial explanatory power within the behavioral framework, indicating the model's practical relevance without overclaiming absolute theoretical proof.

Table 5. R-Square Results

Construct	R-Square	Criteria
Employee Engagement (EE)	0.632	Moderate
Organizational Commitment (OC)	0.558	Moderate

Source: Primary Data Processing (SmartPLS)

Furthermore, the effect sizes (f^2) were evaluated to measure the magnitude of each predictor's impact, as detailed in Table 6. Green Transformational Leadership ($f^2 = 0.617$) and Career Development ($f^2 = 0.602$) demonstrated large effect sizes on Organizational Commitment. Regarding Employee Engagement, Organizational Commitment showed a medium effect size ($f^2 = 0.203$), followed by Green Transformational Leadership ($f^2 = 0.179$) and Career Development ($f^2 = 0.134$).

Table 6. Effect Size (f^2) Results

Path	f^2
Career Development -> Employee Engagement	0.134
Career Development -> Organizational Commitment	0.602
Green Transformational Leadership -> Employee Engagement	0.179
Green Transformational Leadership -> Organizational Commitment	0.617
Organizational Commitment -> Employee Engagement	0.203

Source: Primary Data Processing (SmartPLS)

Hypothesis Testing

Hypothesis testing utilized a bootstrapping method to evaluate the direct and indirect pathways, with significance established at a T-statistic > 1.96 and a P-value < 0.05 . As summarized in Table 7, the empirical outcomes support all seven research hypotheses.

In terms of direct effects, the data reveals that Green Transformational Leadership is the most prominent driver of Organizational Commitment, exhibiting a path coefficient of 0.522 alongside a commanding T-statistic of 9.454 ($P = 0.000$). Organizational Commitment itself serves as a profound catalyst for Employee Engagement ($O = 0.412$, $T = 4.483$, $P = 0.000$). Additionally, Career Development exerts a positive and significant influence on both Organizational Commitment ($O = 0.516$, $T = 7.464$, $P = 0.000$) and Employee Engagement ($O = 0.281$, $T = 3.363$, $P = 0.001$). These findings systematically confirm that transparent

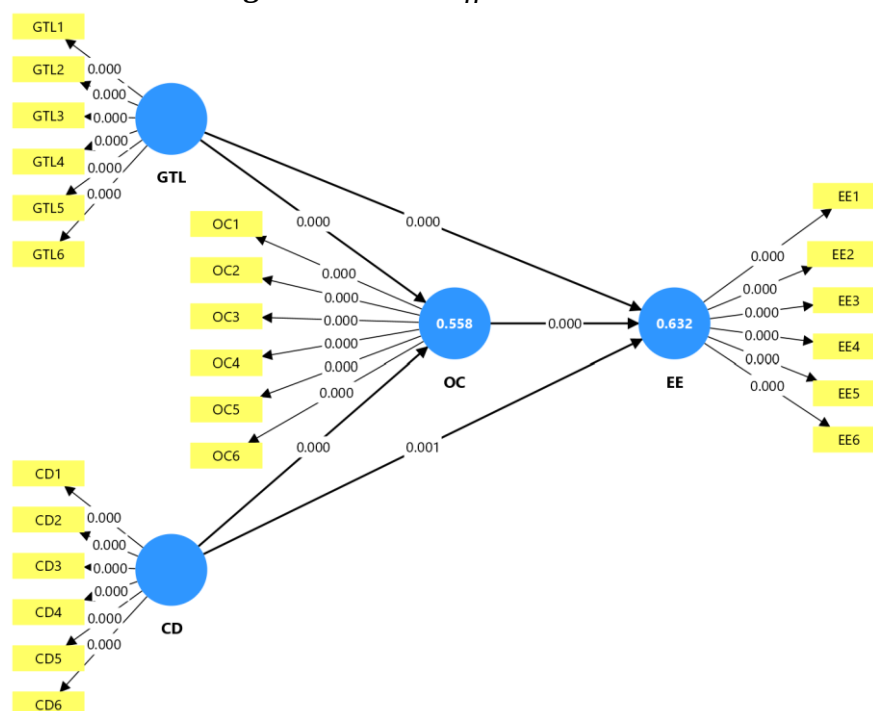
professional trajectories and green leadership visions translate directly into heightened loyalty and workplace enthusiasm.

Table 7. Hypothesis Testing Results

Hypothesis	Path	Original Sample (O)	T-Statistic	P-Value	Decision
Direct Effects					
H1	GTL → EE	0.327	4.091	0.000	Supported
H2	CD → EE	0.281	3.363	0.001	Supported
H3	OC → EE	0.412	4.483	0.000	Supported
H4	GTL → OC	0.522	9.454	0.000	Supported
H5	CD → OC	0.516	7.464	0.000	Supported
Indirect Effects (Mediation)					
H6	GTL → OC → EE	0.215	3.809	0.000	Supported
H7	CD → OC → EE	0.212	3.690	0.000	Supported

Source: Primary Data Processing (SmartPLS)

Figure 3. Path Coefficients and T-Statistics



For the mediation analysis, the bootstrapping output confirms the indispensable bridging role of Organizational Commitment. The indirect pathway connecting Green Transformational Leadership to Employee Engagement via Organizational Commitment (H6) is statistically significant ($O = 0.215$, $T = 3.809$, $P = 0.000$). Concurrently, the mediation effect linking Career Development to Employee Engagement through Organizational Commitment (H7) is also empirically validated ($O = 0.212$, $T = 3.690$, $P = 0.000$). These results underscore that external organizational stimuli—whether in the form of leadership or career pathways—require the cultivation of internal emotional loyalty to fully manifest as active workplace dedication. Because the direct effects of both Green Transformational Leadership (H1) and Career Development (H2) on Employee Engagement remain positive and significant alongside the indirect effects, Organizational Commitment functions as a partial or complementary mediation mechanism in this model.

Discussion

This segment contextualizes the statistical findings within the broader academic framework, detailing the sociopsychological mechanisms behind the direct impacts and the mediating roles

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

The empirical data substantiate Hypothesis 1, verifying that Green Transformational Leadership positively and significantly elevates Employee Engagement. A leader's capability to integrate ecological responsibility into everyday interactions serves as a potent catalyst for workplace enthusiasm at Bank Indonesia. Analyzed through the lens of Social Exchange Theory, when executives model sustainable behaviors and cultivate an appreciative environment, employees perceive this as a psychological benefit. This perception drives them to reciprocate by investing higher energy and dedication into their professional roles. This aligns with Pella (2020), who emphasizes the necessity of a collaborative ecosystem, and corroborates Elshaer et al. (2025) and Tran (2023), proving that ecological integrity from leadership triggers intrinsic motivation.

2. The Influence of Career Development on Employee Engagement (H2)

Hypothesis 2 is confirmed, illustrating that Career Development is a significant driver of Employee Engagement. Establishing a transparent professional roadmap functions as a vital mechanism to secure the focus of high-performing talents. Institutional investments in formal education, structured training, and meritocratic promotions signal to the workforce that their contributions are valued. This dynamic activates the reciprocity principle, prompting staff to return the support with unwavering resilience and effort. These findings parallel the conclusions of Niraula et al. (2025), Okon et al. (2025), and Joo et al. (2024), establishing that clear growth trajectories intensify physical and psychological involvement at work.

3. The Influence of Organizational Commitment on Employee Engagement (H3)

Organizational Commitment demonstrates a relatively strong direct effect on Employee Engagement, validating Hypothesis 3. The data emphasizes that emotional attachment, institutional pride, and a profound sense of belonging function as the core psychological armor for the workforce. Employees equipped with strong emotional ties to the institution demonstrate remarkable resilience against heavy workloads, responding with deep immersion rather than burnout. This supports the theoretical positions of Shi (2024), who argue that affective loyalty is the genesis of maximum performance, while also complementing Otoo and Rather (2024) regarding institutional pride as the primary driver of workplace dedication.

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

The analysis supports Hypothesis 4, revealing that Green Transformational Leadership possesses a positive and statistically significant effect on Organizational Commitment. This relationship recorded the highest statistical significance within the structural model. Leadership fundamentally shapes institutional loyalty by promoting value congruence related to environmental sustainability. Personnel experience elevated professional respect and pride when guided by figures who prioritize ecological ethics. This finding echoes Kumaz (2025) and Ismail (2025), asserting that green economic strategies solidify psychological bonds, and

aligns with MSN & RN (2022) and Jiatong et al. (2022), demonstrating that inspirational support secures long-term institutional devotion.

5. The Influence of Career Development on Organizational Commitment (H5)

Hypothesis 5 is fully supported, indicating that Career Development significantly fortifies Organizational Commitment. When Bank Indonesia facilitates transparent promotion channels and funds competency certifications, it effectively plants emotional investments. Personnel who receive tangible backing for their professional advancement cultivate a profound sense of gratitude and inner attachment, recognizing the rarity of such accommodating environments. This mechanism provides robust support for Blau's (1964) Social Exchange Theory, and matches the perspectives of Annosi et al. (2025) and Hosen et al. (2024), confirming that capacity-building investments culminate in a steadfast commitment to the organization.

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

The mediation analysis verifies Hypothesis 6, establishing Organizational Commitment as a critical psychological bridge. The data indicates that a leader's ecological advocacy does not spontaneously generate workplace engagement. A transformational figure must systematically dismantle doubts and foster affective commitment. It is only after this foundational loyalty is solidified that employees feel driven to reciprocate with complete cognitive and physical dedication. This aligns seamlessly with the frameworks of Elshaer et al. (2025) and Jiatong et al. (2022), articulating that organizational pride must precede active involvement.

7. The Mediating Effect of Organizational Commitment on the Relationship Between Career Development and Employee Engagement (H7)

Hypothesis 7 is confirmed, proving that Organizational Commitment positively mediates the relationship between Career Development and Employee Engagement. This uncovers a pivotal reality: structured training and promotion paths fall short of generating enthusiastic involvement if they do not first resonate with the employees' emotional core. The workforce must perceive genuine institutional care to develop normative and affective ties. Consequently, commitment acts as a significant mediating mechanism transforming perceived career development support into stronger employee engagement. This aligns with Otoo and Rather (2024), emphasizing that human resource initiatives achieve their greatest impact when the workforce is already emotionally anchored to the institution.

CONCLUSION

This research validates a behavioral framework within Bank Indonesia's Economic and Monetary Policy Department. Statistical evidence confirms that Green Transformational Leadership and Career Development exert positive, significant impacts on Employee Engagement. Furthermore, Organizational Commitment is established as a partial psychological mediator.

Theoretical Implications

These outcomes reinforce Social Exchange Theory. The findings demonstrate that engagement is nurtured through reciprocal emotional bonds, equitable career opportunities, and behavioral examples, rather than compliance alone.

Managerial Implications

To address operational challenges at Bank Indonesia, management is advised to execute targeted interventions by strengthening sustainability-oriented leadership through forums for grassroots environmental innovations. Simultaneously, it is necessary to implement transparent career roadmaps, competency development, and merit-driven promotion avenues. Ultimately, rather than focusing solely on direct engagement tactics, these initiatives should prioritize building affective commitment and organizational pride.

Limitations and Future Research

This study acknowledges several limitations: a restricted sample of 93 employees in a single department, a cross-sectional design that limits causal inferences, and potential common method bias (CMB) from self-reported questionnaires. Future research should expand the unit of analysis, utilize longitudinal or mixed-method designs, and incorporate additional variables such as Green Human Resource Management, perceived organizational support, or green organizational culture.

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