

---

# Journal of Sustainable Economic and Business (JOSEB)

Vol. 2 No. 3 July 2025: 325-337

ISSN (Online): 3063-0207

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

---

## The Relationship Between Green Work-Family Conflict , Organizational Culture, and Organizational Citizenship Behavior Environment

Muhammad Adrian Bagaskar<sup>1\*)</sup>; Lenny Christina Nawangsari<sup>2)</sup>

<sup>1)</sup> [muhammad.andrianbagsakara@gmail.com](mailto:muhammad.andrianbagsakara@gmail.com), Universitas Mercu Buana, Jakarta, Indonesia

<sup>2)</sup> [lenny.christina@mercubuana.ac.id](mailto:lenny.christina@mercubuana.ac.id), Universitas Mercu Buana, Jakarta, Indonesia

\*) Corresponding Author

---

### ABSTRACT

**Objectives:** The purpose of the study is to find out and analyze the influence of Green Work-Family Conflict and organizational culture on the Organizational Citizenship Behavior Environment (OCBE), with organizational commitment as a mediating variable in mining companies. The object of this research is the mining company. The research period lasted from October to December 2024.

**Methodology:** The method used in this study is the purposive sampling method to determine a sample consisting of 50 permanent employees in the company. Data analysis was carried out using the Structural Equation Modeling Partial Least Squares (SEM-PLS) approach.

**Findings:** In carrying out the analysis process in SEM-PLS includes several stages, namely: (1) compiling a path diagram based on the conceptual model of the research; (2) test the measurement model to measure validity and reliability as an indicator in measuring the variables in the study; (3) evaluate the suitability of the model to ensure that the analyzed data is relevant to the estimation model, so as to accurately describe the research population; and (4) test the structural model to test the research hypothesis.

**Conclusion:** The results of the study revealed that Green Work-Family Conflict has negative effect on organizational commitment and has a negative effect on the Organizational Citizenship Behavior Environment (OCBE). On the contrary, organizational culture has a positive influence on organizational commitment and contributes positively to the Organizational Citizenship Behavior Environment (OCBE).

**Keywords:** Organization Commitment; Organization Culture; Green Work Family Conflict; Organizational Citizenship Behavior Environment (OCBE).

**Article Doi:** <https://doi.org/10.70550/joseb.v2i3.74>

**How to Cite:** Bagaskara, M. A., & Nawangsari, L. C. (2025). The Relationship Between Green Work-Family Conflict , Organizational Culture, and Organizational Citizenship Behavior Environment. *Journal of Sustainable Economic and Business*, 2(3), 325-337. <https://doi.org/10.70550/joseb.v2i3.74>

---

Submitted: 10-02-2025

Revised: 14-04-2025

Accepted: 19-05-2025

---

### INTRODUCTION

A company or business organization is a collection of individuals who collaborate to achieve a specific goal. Basically, the success of a company is determined by the level of profits obtained and the welfare of the shareholders (Prastuti, 2014). In this context, the human resources (HR) aspect is the main factor that plays a role in determining the success of the organization.

The process of forming a company needs a relatively good system, in order to achieve its targets. To carry out an effective strategy, the presence of quality human resources (HR) will be an important factor in an organization. Competent human resources are able to work efficiently and effectively. Company activities involve various aspects, such as environmentally friendly work-family conflicts, organizational commitments, and corporate culture, which contribute to shaping and improving employee organizational behavior.

Recent studies highlight that sustainable leadership can strengthen OCBE through the development of an environmentally friendly organizational climate, with people-organization fit acting as a moderation factor (Iqbal & Piwovar-Sulej, 2023). In addition, the perception of organizational support for the environment (POSE) has been shown to have a positive impact on environmental performance, with OCBE acting as a mediator and individual green values as a moderator (Prasetya & Fadhilah, 2022).

These goals serve as blueprints (blue print) for governments, organizations, and individuals to work together towards a sustainable future. The achievement of the SDGs requires cooperation, innovation and commitment from all sectors in society (Griggs et.al., 2017). A number of studies have discussed the importance of integrating sustainability into corporate policies and strategies to ensure long-term well-being for people and the planet (Biermann et al., 2017)

In addition, the Organizational Citizenship Behavior Environment (OCBE) is also related to SDGs 6 (Clean Water and Sanitation) because it encourages employees to be wise in using water and maintaining environmental cleanliness. In this issue of Organizational Citizenship Behavior Environment (OCBE), it can help increase employee awareness of the importance of environmental sustainability, which contributes to the goal of continuous education (SDGs 4), even though in this case it is informal education in the workplace.

Organizational culture is an invisible social force, which is able to move individuals in the organization to carry out work activities. A strong organizational climate can support the achievement of company goals. The role of the organizational climate is very important in organizational management because it reflects the collective perception of the meaning of living together in the work environment. According to the results of the study, organizational culture is a pattern of basic assumptions created, invented, or developed by a particular group in response to external challenges and internal integration needs that have gone quite well. This affects the way individuals understand, think, and feel the relationship with existing problems (Luthans, 2014).

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Green Work Family Conflict**

Green Work Family Conflict (GWFC) is a conflict that arises when a person's desire to behave environmentally friendly in the workplace clashes with the demands of their family role, or vice versa. This concept extends the traditional green work family conflict to include environmental goals, such as engaging in sustainability activities that require time, energy, or resources that may overlap between work and family issues. Based on the Theory of Resource Conservation (COR), GWFC can be understood as the result of limited individual resources, such as time and energy, being depleted when trying to meet the demands of the work and family environment. This tension can increase stress levels and decrease individual well-being

According to Rego & Cunha 2008 in Utami et al, (2021) Commitment is an important characteristic because more dedicated individuals tend to put in greater effort in the workplace, thereby improving organizational performance. According to Xiaoming & Junchen 2012 in Saputra & Supartha (2019), the solution of problems in the company is both internal problems and external problems which then form a pattern that is continuously applied by the organization called organizational culture. Robins & Judge 2008 in Saputra, Supartha (2019), defines Organizational Commitment as a condition where an employee is on the side of a certain organization and its goals and wants to maintain membership in the organization that is on his side. The results of Saputra & Supartha's (2019) research show that organizational commitment is able to mediate the influence of Organizational Culture on the Organizational Citizenship Behavior Environment (OCBE), This shows that Organizational Culture has a significant influence on the Organizational Citizenship Behavior Environment (OCBE).

Based on the explanation above, the conceptual framework of the research is as follows:

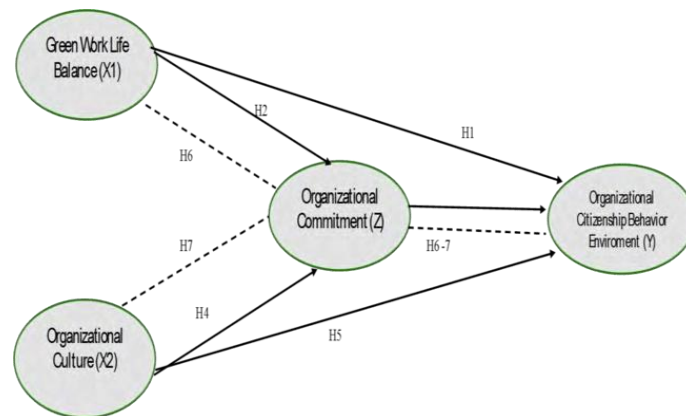


Figure 1. Research Paradigm

## Hipotesis

A hypothesis is a temporary assumption or conjecture that is used by researchers as an initial basis to test its truthfulness. In this study, the hypotheses proposed are associated with the theory and framework that have been described earlier, as follows:

H1 : Green Work Family Conflict has a negative effect on the Organizational Citizenship Behavior Environment (OCBE)

H2 : Green Work Family Conflict has a negative effect on Organizational Commitment

H3: Organizational Commitment Has a Positive Effect on the Organizational Citizenship Behavior Environment (OCBE)

H4 : Organizational Culture has no effect on Organizational behavior Citizenship Behavior (OCBE)

H5 : Organizational Culture has a positive effect on Organization Commitment

H6: Green Work Family Conflict and Organizational Citizenship Behavior Environment (OCBE) have a significant effect on Organizational Commitment mediation.

H7: Organizational Culture and Organizational Citizenship Behavior Environment (OCBE) have a significant effect on Organizational Commitment mediation.

## RESEARCH METHODOLOGY

### Research Time and Place

The research site was carried out at PT Madya Utama Lima with a period of August 2024 to December 2024 and has received approval from the Company.

### Research Design

This study uses a quantitative method because it aims to test and prove the premise that has been formulated. The quantitative method was chosen because it allows researchers to objectively explain the relationships between variables through structured measurements. Hair et al. (2020) explained that quantitative research relies heavily on deductive approaches, which start from existing theories and then test using empirical data. This approach allows for hypothesis validation as well as generalization of research results in a broader context.

This approach provides validation of the proposed hypothesis based on a robust theoretical framework. According to Sugiyono in Vridyaningtyas et al, (2019), quantitative research techniques are research methods that are based on the idea of positivism used to analyze a specific population or sample, data collection using research instruments, processing quantitative or statistical data, with the aim of testing the prepared hypothesis. This study relies on primary data collected from interviews and questionnaires submitted to respondents.

In this study, the method chosen by the researcher is to use a survey method with a quantitative causal approach (cause and effect). According to Sugiyono in Ashari and Sukri, (2019), the survey method is used to obtain data from certain natural (not artificial) places, but researchers carry out treatments in data collection, for example by distributing questionnaires, and tests, structured interviews, and others. All populations are 50, and the sampling method is using by proporsive sampling, which has 50 samples.

## RESULTS AND DISCUSSION

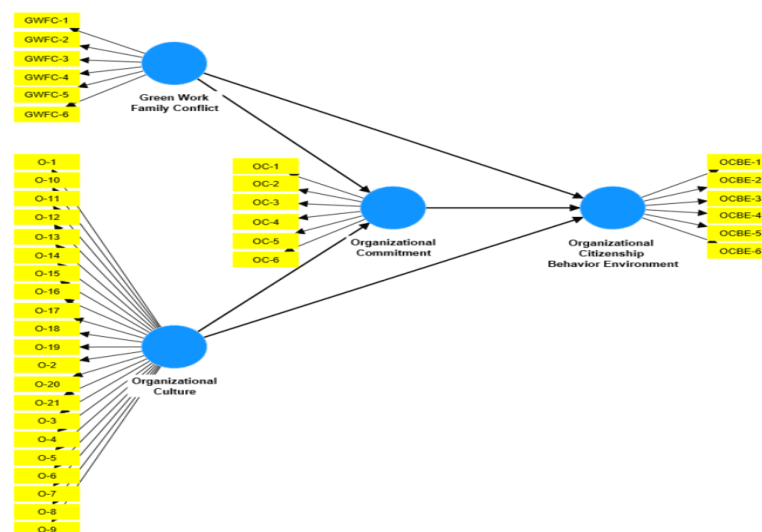
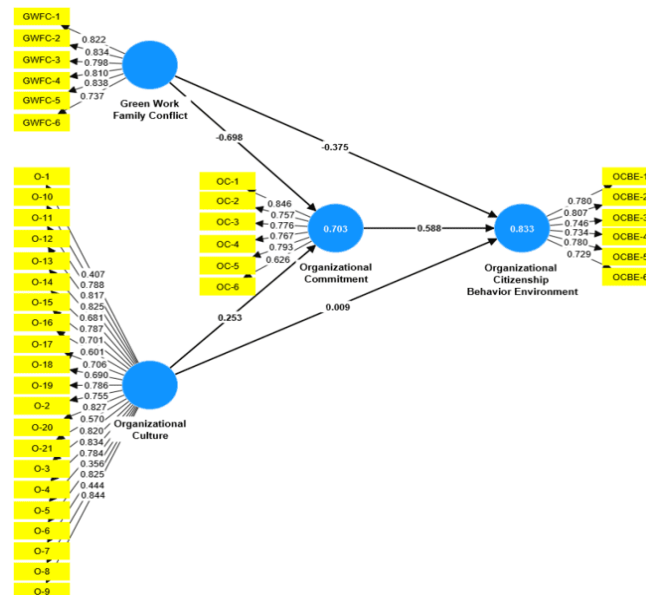


Figure 2. Estimated PLS SEM Diagram

## Outer Model Testing

The Convergent Validity test of the measurement model with reflective indicators is assessed based on the correlation between the item score or component score and the construct score calculated by PLS. Individual indicators are considered valid if they have a correlation value above 0.70



**Figure 3.** PLS Algorithm Results Image

The table above states that all indicators have a loading factor value of more than 0.7, which shows that each indicator is valid in measuring its construct.

In addition to considering the loading factor value, the convergent validity is also assessed based on the Average Variance Extracted (AVE) value for each construct. In the PLS model, a construct is said to meet convergent validity if the AVE value is more than 0.5. Details of the AVE values for each construct can be seen in the following table:

**Tabel 1.** Construct AVE Value

Variabel	Average Variance Extracted (AVE)
Green Work Family Conflict	0,652
Organizational Citizenship Behavior Environment	0, 583
Organizational Commitment	0,633
Organizational Culture	0,653

**Source:** data procceed (2025)

Based on the results of the PLS analysis as shown in the table above after all indicators have been valid in measuring the construct, then it is further assessed from the AVE value, all constructs that already have an AVE value of 0.5 which means that all indicators in each

construct have met the indicated convergent validity criteria. Then the next stage of analysis is to the stage of the discrimination validity test.

### Goodness of Fit Model Assessment

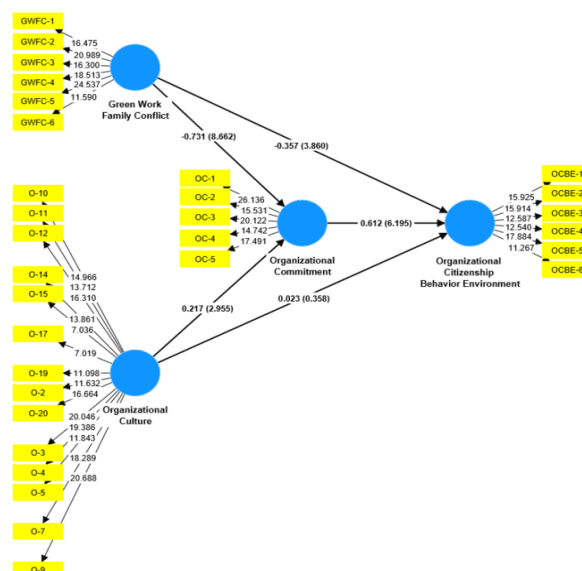
The test aims to ensure that the PLS model used is in accordance with the analyzed data, so that it can accurately represent the condition of the population. The suitability of the PLS model can be evaluated through the values of R Square ( $R^2$ ) and Q Square. According to Chin (1998), the  $R^2 > 0.6$  value indicates that the model has strong predictive ability against endogenous variables, while the  $R^2$  value between 0.33–0.67 indicates a model with a moderately strong predictive level. Meanwhile, an  $R^2$  value between 0.19–0.33 indicates that the model has weak predictive capabilities. The results of the analysis in this study show that the model used is in the strong category of predicting organizational commitment and the Organizational Citizenship Behavior Environment (OCBE).

**Table 2.** R Square Value

	R Square	R Square Adjusted
OCBE	0,838	0,827
OC	0,699	0,686

**Source:** data processed (2025)

In addition to R Square, Q Square is also used as a goodness of fit model criterion. The Q Square value indicates the level of predictive relevance of a model, where Q Square between 0.02–0.15 indicates low predictive relevance, Q Square in the range of 0.15–0.35 indicates moderate predictive relevance, and Q Square above 0.35 indicates high predictive relevance (Chin, 1998). Based on the calculation results in the table above, the model has a medium predictive relevance in predicting organizational commitment, while in predicting OCBE, the model is included in the category with high predictive relevance.



**Figure 4.** Image Estimated results of PLS Bootstrapping model with a sample of 50 people

Based on the results of the PLS model estimation with the bootstrapping technique with as many as 50 samples, the results of the influence test between variables were obtained as follows:

#### Direct Influence

- 1) In terms of direct influence, or what is often referred to as a direct effect, it is the direct impact of exogenous variables on endogenous variables. In the SEM-PLS analysis, the significance and direction of direct influence were evaluated based on p-value, t-statistics, and pathway coefficients that connect exogenous and endogenous variables.
- 2) If the p-value is  $< 0.05$  and the t-statistic is  $> 1.96$  (two-tailed t-value), then it can be concluded that the exogenous variable has a significant influence on the endogenous variable, with the direction of influence corresponding to the mark on the path coefficient. Conversely, if the p-value  $> 0.05$  and the t-statistic  $< 1.96$ , then the exogenous variable has no significant influence on the endogenous variable

**Table 3.** Direct Impact Test Results

	Original Sample (O)	T Statistics ( O/STDEV  )	P Values
GWFC -> OCBE	-0,357	3,860	0,000
GWFC -> OC	-0,731	8,662	0,000
OC -> OCBE	0,612	6,195	0,000
The -> OCBE	0,023	0,358	0,720
The -> OC	0,217	2,955	0,003

**Source:** data processed (2025)

#### 1. GWFC to OCBE Line

In the pathway that shows that the influence of Green Work Family Conflict on the Organizational Citizenship Behavior Environment (OCBE), a very significant p value (0.000) was obtained a statistical T of 3.860 and a negative path coefficient of -0.357, because the p value  $< 0.05$ ; T statistics  $> 1.96$  and negative path coefficient, it is concluded that green work family conflict has a negative effect on the Organizational Citizenship Behavior Environment, meaning that the more Green Work Family Conflict occurs, the more OCBE employees will also decrease. Conversely, a small or repressible Green Work Family Conflict can increase OCBE.

#### 2. GWFC to OC Line



In the path that shows the influence of Green Work Family Conflict on Organizational Commitment, a very significant p value (0.000) was obtained with a statistical T of 8.662 and a negative path coefficient of -0.731, because the p value < 0.05; T statistics > 1.96 and negative path coefficients, it is concluded that Green Work Family Conflict has a negative effect on Organizational Commitment, meaning that the more Green Work Family Conflict occurs, the more Organizational Commitment of employees will also decrease. Conversely, Green Work Family Conflict that is small or can be suppressed can increase employee Organizational Commitment.

3. Jalur OC  $\square$  OCBE

In the pathway that shows the influence of Organizational Commitment on the Organizational Citizenship Behavior Environment, a very significant p-value was obtained (0.000) with a statistical T of 6.195 and a positive path coefficient of 0.612, because the p value < 0.05; T statistics > 1.96 and a positive path coefficient, it is concluded that Organizational Commitment has a positive effect on the Organizational Citizenship Behavior Environment, meaning that the better the Organizational Commitment, the higher the Organizational Citizenship Behavior Environment (OCBE), and vice versa the bad Organizational Commitment will have the potential to lower the Organizational Citizenship Behavior Environment (OCBE) in employees.

4. Line O to OCBE

In the pathway that shows the influence of organizational culture on the Organizational Citizens Behavior Environment (OCBE), a p value (0.720) was obtained with a statistical T of 0.358 and a positive path coefficient of 0.023, because the p value > 0.05; T statistics < 1.96 and a positive path coefficient, it is concluded that organizational culture has no effect on OCBE, meaning that high or low organizational culture does not affect the high or low OCBE in the company.

5. O-line to OC

In the path that shows the influence of organizational culture on OC, a significant p-value (0.003) is obtained with a statistical t of 2.955 and a positive path coefficient of 0.217 because the p-value < 0.05; t-> 1.96 and a positive path coefficient, then it is concluded that Organizational Culture has a positive effect on OC, meaning that the better the organizational culture, the higher the OC, on the other hand, low Organizational Culture will have the potential to reduce employee Organizational Commitment.

3) Indirect Influence

In this study, organizational commitment plays a role as an intervening variable. To test the role of organizational commitment as a mediator, an indirect influence test was carried out by looking at the p value and T values of statistics on the smartpls output of the specific indirrect effect section.





**Table 4.** Indirect Influence Test Results

	Original Sample	T Statistic ( O/STDEV )	P-Value
O -> OC -> OCBE	0,133	2,390	0,017
GWFC -> OC -> OCBE	-0,448	5,894	0,000

**Source:** data processed (2025)

Based on the results of the analysis in the table above, organizational commitment is proven to play a mediator role in the indirect influence between organizational culture and OCBE. This is supported by a p-value of 0.017, a T-statistic of 2.390, and a positive path coefficient of 0.133. In other words, a strong organizational culture can increase employee engagement, which ultimately contributes to the improvement of OCBE. In addition, the analysis also revealed that organizational commitment can mediate the indirect relationship between Green Work-Family Conflict and OCBE. This finding is evidenced by a p-value of 0.000, a T-statistic of 5.894, and a negative path coefficient of -0.448. This means that the lower the level of Green Work-Family Conflict, the higher the employee organizational commitment, which in turn will increase the Organizational Citizenship Behavior Environment (OCBE).

### Hypothesis Testing

Hypothesis testing in this study was carried out based on the results of the SEM PLS analysis. The following is a summary of the results of hypothesis testing in this study:

**Table 5.** Hypothesis Testing

No	Hipotesis	T Statistic	P Value	Conclusion	
1	GWFC -> OCBE	-0,357	3,860	0,000	Accepted
2	GWFC -> OC	-0,731	8,662	0,000	Accepted
3	OC -> OCBE	0,612	6,195	0,000	Accepted
4	The -> OCBE	0,023	0,358		Not accepted
5	The -> OC	0,217	2,955		
6	O -> OC -> OCBE	0,133	2,390	0,017	Accepted
7	GWFC -> OC -> OCBE	-0,448	5,894	0,000	Accepted

**Source:** Data processed (2025)

Based on the results of the hypothesis test that has been carried out, it was found that Green Work-Family Conflict (GWFC) has a negative effect on Organizational Citizenship Behavior Environment (OCBE) with a path coefficient of -0.357, a T-Statistic value of 3.860, and a P-Value of 0.000. This hypothesis is accepted, showing that the higher the conflict between work and family related to environmental aspects, the lower the civic behavior of an environment-oriented organization. These findings are in line with research showing that conflict between work and family can reduce organizational civic behavior.

For Organizational Commitment (OC), it has a positive influence on OCBE with a path coefficient of 0.612, a T-Statistic value of 6.195, and a P-Value of 0.000. This hypothesis is accepted, showing that the higher the commitment of the employee organization, the higher the organization's environmentally-oriented civic behavior. This is consistent with the literature

that states that a strong organizational commitment can improve an organization's civic behavior.

However, it is important that Organizational Culture (O) does not have a significant influence on OCBE, with a path coefficient of 0.023, a T-Statistical value of 0.358, and a P-Value of 0.720. This hypothesis is not accepted, indicating that organizational culture does not directly influence the civic behavior of environmentally-oriented organizations. Some studies show that the influence of organizational culture on organizational civic behavior can vary depending on context and other mediating variables.

In addition, Organizational Culture (O) was proven to have a positive influence on Organizational Commitment (OC) with a path coefficient of 0.217, a T-Statistic value of 2.955, and a P-Value of 0.003. This hypothesis is accepted, which means that the stronger the organizational culture,

The higher the commitment of the employee organization. These findings are supported by research that shows a positive relationship between organizational culture and employee commitment.

Organizational Culture (O) also has an indirect influence on the Organizational Citizenship Behavior Environment (OCBE) through Organizational Commitment (OC) with a path coefficient of 0.133, a T-Statistic value of 2.390, and a P-Value of 0.017. This hypothesis is accepted, suggesting that organizational culture can improve the organization's environmentally-oriented civic behavior if mediated by organizational commitment. Previous research has also shown that organizational commitment can be a mediator in the relationship between organizational culture and organizational civic behavior.

Furthermore, Green Work Family Conflict (GWFC) also has a negative influence on the Organizational Citizenship Behavior Environment (OCBE) through Organizational Commitment (OC) with a path coefficient of -0.448, a T-Statistic value of 5.894, and a P-Value of 0.000. This hypothesis is accepted, confirming that the negative impact of GWFC on the Organizational Citizenship Behavior Environment (OCBE) can occur indirectly through a decrease in Organizational Commitment. Research shows that work-family conflicts can affect organizational civic behavior through decreased organizational commitment.

## CONCLUSIONS

Based on the results of the analysis that has been carried out, it can be concluded as follows:

1. Green Work Family Conflict has a negative influence on Organizational Citizenship Behavior (OCBE) This means that if the higher the level of work-green family conflict, the higher the level of work-family conflict, the employee OCBE will tend to decrease. Conversely, if these conflicts are low or controllable, the employee's Organizational Citizenship Behavior Environment (OCBE) may increase.
2. Green Work Family Conflict has a negative effect on Organizational Commitment. This means that if the higher the level of green work family conflict, the lower the organizational commitment of employees. On the contrary, if this conflict can be suppressed, then organizational commitment will increase.
3. Organizational Commitment has a positive effect on the Organizational Citizenship Behavior Environment (OCBE). The higher the level of organizational commitment, the

higher the OCBE shown by employees. Conversely, low organizational commitment can reduce the Organizational Citizenship Behavior Environment (OCBE).

4. Organizational Culture has no influence on OCBE. This means that the good and bad organizational culture within the company does not have a direct impact on the increase or decrease in the OCBE of employees.
5. Organizational Culture has a positive effect on Organizational Commitment. This means that the better the organizational culture, the higher the level of organizational commitment of employees. Conversely, a poor organizational culture can lower organizational commitment.
6. Organizational Commitment acts as a mediator in the indirect influence of Green Work Family Conflict on the Organizational Citizenship Behavior Environment (OCBE). This means that the high level of green work family conflict can reduce employee organizational commitment, which ultimately has an impact on the decline of the Organizational Citizenship Behavior Environment (OCBE).
7. Organizational Commitment also mediates the indirect influence of Organizational Culture on OCBE. This means that if a good organizational culture can increase organizational commitment, which further encourages the improvement of the Organizational Citizenship Behavior Environment (OCBE) of employees.

## REFERENCES

- Amalia, R., & Herminingsih, A (2020), The Effect of Jerha Satisfaction, Organizational Commitment and Work Motivation on Employee Turnover Intention of PT XYZ Solsi, 18(3)
- Andayani, I (2029) The Influence of Leadership, Organizational Culture and Motivation on Employee Performance at the Aceh Tamiang Public Works and Public Housing Office (Doctoral Desertation)
- Arfiani, R.S., & Putri V.P. (2021) The Effect of Work Family Conflict on Organizational Citizenship Behavior Mediated by Organizational Commitment. *Magisma: Scientific Journal of Economics and Business*, 9(1), 71-81
- Astakoni, I.M.P, Wardita, I.W., Sariyani, N.L.P, Wijayanti, N.W., & Widnyani, N.M (2021) Spiritual Leadership, Individual Spirituality and Organizational Commitment, Intervening and Moderating Models, *Proceedings*, 187-218
- Carlson, D.S., kaemar, K.M, & Willian, L (2019) Work Family Conflict and Green Initiatives : The Relationship Between Environment Responsibility and Work-life Balance. *International Journal of Environment*, 35(3), 45-58
- Darmawan, K.A, & Satrya, I.G.B.H (2018), The Influence of Organizational Commitment, Work Focus, and Organizational Culture on Employee OCB at Wana Villa and Spa Park in Melaya, Jembrana (Doctoral Desertation, Udayana University)
- Edupsyscouns : *Journal of Education, Psychology and Counselling*, 2(1), 524-540.
- Ferdus, Z., & Kabir, T (2018)., Effect of Job Satisfaction and Organizational Commitment on OCB Study On Private Banks in Bangladesh, *World Journal of Social Sciences*, 8(2), 57-69

- Ghozali, Imam, 2016. *Multivariate Analysis Applications with IBM SPSS 23 Program* (8th Edition). Print VIII. Semarang Publishing Board of Diponegoro University
- Goerge, J.M., & Dane, E. (2016). The Role of Organizational Citizenship Behavior in the Context of Environment Sustainability, *Journal of Environment Psychology*, 46, 139-151
- Griggs, D., Stafford-Smith, M., Gaffney, O., Rockström, J., Ohman, M. C., Shyamsundar, P., & Noble, I. (2017). Sustainable development goals for people and planet. *Nature*, 495(7441), 305-307
- Henseler, Jörg & Ringle, Christian & Sarstedt, Marko. (2015). A New Criterion for Assessing Discriminant Validity in Variance-based Structural Equation Modeling. *Journal of the Academy of Marketing Science*. 43. 115-135. 10.1007/s11747-014-0403-8.
- Kusumanegara, I. S., Asmony, T., & Numayanti, S. (2018). Work-Family Conflict On Turnover Intention Regarding Work Stress As Intervening Variable. *International Journal Of Social Sciences And Humanities*, 2(2), 141-154.
- George, J. M., & Dane, E. (2016). The Role of Organizational Citizenship Behavior in the Context of Environmental Sustainability. *Journal of Environmental Psychology*, 46, 139-151.
- Lee, J., Kim, S., & Park, J. (2019). Employee Engagement in Environmental Citizenship: Implications for Organizational Sustainability. *Journal of Management Studies*, 56(3), 496-515.
- Lee, J., Kim, S., & Park, J. (2023). Green Work-Family Conflict and Employee Well-being: Implications for Sustainable Practices. *Journal of Organizational Behavior*, 44(2), 123-139.
- Manery, B. R., Lengkong, V. P., & Saerang, R. T. (2018). The Influence of Organizational Commitment and Organizational Culture on Employee Performance at Bkdpsda in North Halmahera Regency. *Emba Journal: Journal of Economics, Management, Business and Accounting Research*, 6(4).
- Merdeka, I. B., & Herminingsih, A. (2021). The Effect Of Competency, Organizational Citizenship Behavior And Work Family Conflict On Employee Performance At The Secretariat Directorate General Of Guidance Islamic Society Of The Ministry Of Religion Of The Republic Of Indonesia. *Dinasti International Journal Of Digital Business Management*, 2(2), 345-359.
- Novitasari, D., Sasono, I., & Asbari, M. (2020). Work-Family Conflict And Worker's Performance During Covid-19 Pandemic: What Is The Role Of Readiness To Change Mentality. *International Journal Of Science And Management Studies (Ijsms)*, 3(4), 122-134.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books.
- Paais, M., & Pattiruhu, J. R. (2020). Effect Of Motivation, Leadership, And Organizational Culture On Satisfaction And Employee Performance. *The Journal Of Asian Finance, Economics And Business*, 7(8), 577-588.
- Putra, I. P. A. K., & Sudibya, I. G. A. (2018). The Influence of Job Satisfaction, Organizational

- Commitment, and Work Motivation on Organizational Citizenship Behavior. E-Journal of Management of Udayana University, 7(8), 4447-4474.
- Santoso, N. B. A., & Riyanto, S. (2020). The Effect Of Work Motivation, Organizational Commitment, And Job Satisfaction On The Contract Employees Performance Of Pt Bank Rakyat Indonesia Branch Office Of Jakarta Daan Mogot. *International Journal Of Innovative Science And Research Technology*, 5(1), 561-568.
- Saputra, P. E. W., & Supartha, I. W. G. (2019). The influence of organizational culture and organizational support for OCB is mediated by organizational commitment. *Management E-Journal*, 8(12), 7134-7153.
- Setyaningsih, R. R., Brahmasari, I. A., & Ardiana, I. D. K. R. The Influence of Organizational Culture, Self Efficacy and Quality of Work Life on Work Saturation and Employee Performance of PT Atlantic Anugrah Metalindo in the Era of the Covid-19 Pandemic.
- United Nations. (2015). *Transforming our world: The 2030 Agenda for Sustainable Development*.
- United Nations Development Programme (UNDP). (2023). *Sustainable Development Goals (SDGs)*.
- Waskita, I., & Saragih. (2018). Effect Of Organizational Commitment And Integrity To Organizational Performance Through Organizational Citizenship Behavior Of PT Olam Indonesia, *International Journal Of Business And Applied Social Science (Ijbass)*.
- Wibawa, I. W. S., & Putra, M. S. (2018). The Influence of Organizational Culture on Organizational Commitment Mediated by Job Satisfaction (Study at PT Bening Badung-Bali) (Doctoral Dissertation, Udayana University).
- Winoto, S. A., Priadana, S., & Indah, D. Y. (2020). Organizational Commitment and Culture to Organizational Citizenship Behavior (OCB). *Journal of Business and Management Research*, 13(2), 97-103.
- Yuwono, T., Novitasari, D., Sutardi, D. Mustofa, M, & Asbari M. (2020) The Role of Organizational Commitment on Work Family Conflict Relationships and Employee Satisfaction of Female Employees in the City of Thousand Industries of Tangerang.