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THE EFFECT OF GREEN ORGANIZATIONAL CULTURE AND GREEN TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE SUSTAINABLE PERFORMANCE AT PT VSTI WITH OCBE AS AN INTERVENING VARIABLE

Chika Farren Silaban¹ and Lenny Christina Nawangsari²

^{1,2}Mercu Buana University, Master of Management
South Meruya, West Jakarta 11650, Indonesia

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ABSTRACT

Sustainability is an important issue in the world of business. Companies need to have the ability to integrate business practices that are not only sustainable in terms of economic, social, but also resistant to environmental changes. In order to achieve this goal, companies must have a good employee performance to support the achievement of company success in various aspects, including achieving sustainable business practices. This research aims to analyze the influence of green organizational culture variables, green transformational leadership on employee sustainable performance through OCBE at PT VSTI. The samples in this research were 174 permanent employees who had been selected through purposive sampling technique. Based on the data analysis using SEM-PLS, the results show that green organizational culture and OCBE have a positive and significant effect on employee sustainable performance while green transformational leadership has no effect on employee sustainable performance, green organizational culture and green transformational leadership have a positive and significant effect on OCBE, OCBE successfully mediates the effect of green organizational culture and green transformational leadership on employee sustainable performance.

KEYWORDS: - Green organizational culture, green transformational leadership, OCBE, employee sustainable performance, sustainability.

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1. INTRODUCTION

Sustainability is a critical factor for employees and a key indicator of employee engagement, retention, performance and well-being. Therefore, in this present time sustainable business practices

have become the main focus and goal for all business owners, leaders and administrators, because all the business people have an expectation that the conducted business will be sustainable for a long time, generate profits by time and have loyal consumers [5]. In order to achieve sustainable business practices, companies need to have the ability to integrate business practices that are not only economically and socially sustainable, but also resilient against environmental changes. This ensures that the businesses are not only able to survive, but that they contribute to the preservation of an increasingly threatened environment. To be able to participate in preserving the environment and overcome this problem, companies need their employees' support, in other words, companies must also ensure that their employees can provide the best performance, because having a high employee performance is one of the keys to achieve the company's success in various aspects, including supporting environmentally friendly business practices and reducing the company's negative impact on the environment [15], [27]. Employee performance is an asset that will contribute to the company in order to produce maximum, sustainable and competitive performance. Therefore, by considering the tendency to focus on sustainability in employee management, the concept of employee sustainable performance is put forward in this research. Based on Key Performance Indicator data, it turns out that the employee performance at PT VSTI are still fluctuating, which is for the category of the employee performance that "exceeds the standard", "reaches the standard" or "below the standard". After conducting a pre-survey, it is known that green organizational culture, green transformational leadership, and OCBE are predicted to affect employee sustainable performance at PT VSTI. This is also supported by the existence of a research gap in the results of previous research on green organizational culture, green transformational leadership, and OCBE on employee sustainable performance. The results of previous research state that green transformational leadership has a positive and significant effect on employee job performance [24], but there are still other researches with opposite results, which state that transformational leadership has no effect on employee performance [23]. Then from other research results, which state that green transformational leadership has an effect on organizational citizenship behavior for the environment [30], but again there are still other research results with opposite results, which state that transformational leadership has no effect on organizational citizenship behavior [17]. Based on the phenomenon, pre-survey results, and the research gap, this research was conducted to find out in more depth.

2. LITERATURE REVIEW

2.1 Employee Sustainable Performance

Employee sustainable performance is a regulatory process where an employee can achieve a certain achievement continuously and efficiently during their career [14]. Excellent and consistent employee performance is the main foundation in achieving employee sustainable performance, which in turn will help companies to retain their best employees and achieve their long-term goals [12]. There are two dimensions of employee sustainable performance, including: contextual performance and adaptive performance [18].

2.2. Green Organizational Culture

Green organizational culture is a culture that reflects the organization's commitment and willingness to protect the environment where members show a great concern for the natural environment through their values, beliefs, and behavior [26]. Green organizational culture

contributes to encouraging organizations and their members to practice various activities that support the environment [1] Green organizational culture has four dimensions, including: leadership emphasis, message credibility, peer involvement, and employee empowerment [26].

2.3. Green Transformational Leadership

Green transformational leadership is a leadership style that has the ability to influence, motivate and drive the behavior of employees to enact pro-environmental behavior through a social learning process where employees can learn that their leaders value and support the environmental sustainability of the organization [13]. Green transformational leadership has four dimensions, including: green idealized influence, green inspirational motivation, green intellectual stimulation, and green individualized consideration [25].

2.4. OCBE

OCBE is voluntary behavior by the people in the organization that aims to improve the environment [16]. This behavior is an explicit action of employees that is not recognized in the formal reward system and will ultimately contribute to more effective environmental management [20]. OCBE has three dimensions, including: eco-initiatives, eco-civic engagement, and eco-helping [21].

2.5. Hypothesis Development

According to the phenomenon, the results of previous studies, and the theory above, the research hypothesis development is obtained which can be described as follows:

H1: Green organizational culture has a positive and significant effect on employee sustainable performance.

H2: Green transformational leadership has a positive and significant effect on employee sustainable performance

H3: OCBE has a positive and significant effect on employee sustainable performance

H4: Green organizational culture has a positive and significant effect on OCBE.

H5: Green transformational leadership has a positive and significant effect on OCBE.

H6: Green organizational culture has a positive and significant effect on employee sustainable performance through OCBE.

H7: Green transformational leadership has a positive and significant effect on employee sustainable performance through OCBE.

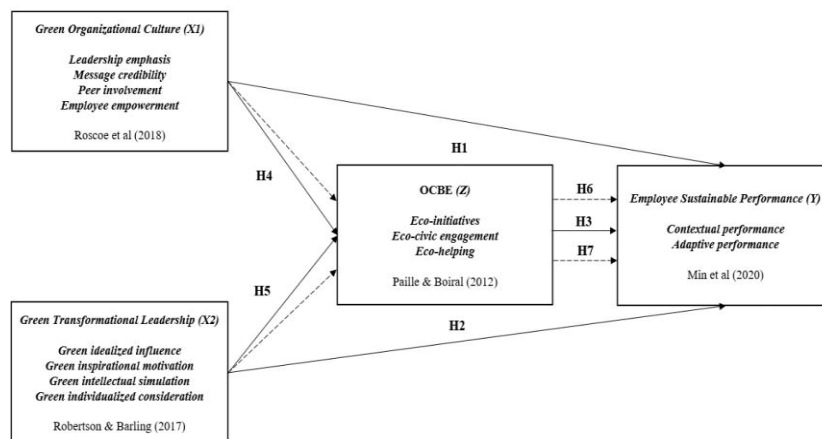


Figure 1: Research Conceptual Framework

3. RESEARCH METHODS

3.1. Research Design

This research was conducted using quantitative methods so it is more focuses on the aspects of objective measurement in social phenomena, to be further elaborated through several problem components, variables and indicators. The population in this research is 307 permanent employees at PT VSTI. The sampling method in this research used non-probability sampling and purposive sampling techniques, while to determine the number of samples in this research using the Slovin formula and found the results of 174 permanent employees at PT VSTI that will be the research sample.

3.2. Data Analysis Method

The data analysis method used in this research is a quantitative research method carried out through regression analysis by building a prediction that connects the dependent variable to the independent variable directly or through intervening variables. In this research, the data were obtained using a questionnaire with a Likert scale of 1-5 to be processed and analyzed using SEM-PLS software. The tests that will be carried out in this research include outer model and inner model tests.

4. DATA ANALYSIS RESULT

4.1. Evaluation of the Measurement Model (Outer Model)

4.1.1. Convergent Validity Test

(a.) Validity Test with Outer Loading

An indicator in any variable will be declared valid when it correlates more than >0.70 with the construct that is being measured, although this value can still be tolerated to 0.50 [8]. All variable indicators in this research have an outer loading value >0.7 , so it can be stated that all variables in this research can be declared valid because they have met the requirements of convergent validity, which has an outer loading value >0.7 .

(b.) Validity Test with AVE

The requirement for a good AVE value is having a value >0.5 , this can be interpreted that 50% or more of the variance of the indicator can be explained through each variable [7]. in this research have an AVE value >0.5 , so it can be stated that all variables in this research are valid because they have met the requirements for a good AVE value.

Table 1: AVE Value of All Research Variables

Variable	AVE Value
Employee Sustainable	0,518
Green Organizational Culture	0,511
Green Transformational	0,532
OCBE (Z)	0,511

4.1.2. Discriminant Validity Test

(a.) Validity Test with Cross Loading

All indicators of the variable in this research have a higher construct correlation value with their indicators than with indicators from other constructs, so it can be stated that all indicators in this research have good discriminant validity [11].

(b.) Validity Test with Fornell-Larcker Criterion

All variables in this research have good discriminant validity in accordance with the Fornell-Larcker criterion, which is the result of the discriminant validity test is stated can be classified as “good” if the AVE square root value of each construct is greater than the correlation value between one construct and another [11].

Table 2: Fornell-Larcker Criterion of All Research Variables

	Employee Sustainable Performance (Y)	Green Organizational Culture (X1)	Green Transformational Leadership (X2)	OCBE (Z)
Employee Sustainable	0,719			
Green Organizational	0,491	0,715		
Green Transformational	0,371	0,541	0,729	
OCBE (Z)	0,454	0,550	0,512	0,715

(c.) Validity Test with HTMT

All variables in this research have an HTMT value <0.90 and do not exceed the required minimum value where the HTMT value >0.90 indicates a lack of discriminant validity, while HTMT <0.90 indicates excellent discriminant validity [11] so that overall from all the results of the discriminant validity test and the convergent validity test it can be stated that all the research models in this research are valid.

Table 3: HTMT of All Research Variables

	Employee Sustainable Performance (Y)	Green Organizational Culture (X1)	Green Transformational Leadership (X2)	OCBE (Z)
Employee Sustainable				
Green Organizational	0,536			
Green	0,406	0,581		
OCBE (Z)	0,501	0,597	0,563	

4.1.3. Reliability Test

(a.) Cronbach's Alpha

All variables in this research have a cronbach's alpha value >0.6 , so it can be stated that all variables in this research are reliable [31].

(b.) Composite Reliability

All variables in this research have a composite reliability value >0.7 , so it can be stated that all variables in this research are reliable [31]. Overall, from the reliability test that has been carried out, it can be concluded that the entire model has met the cronbach's alpha and composite reliability criteria, so this research model can be stated as a consistent and reliable measuring instrument. The overall results of the reliability test of all research variables are described in the table below:

Table 4: Reliability Value of the Research Model

Variable	Cronbach's Alpha	Terms	Composite Reliability	Terms	Result
Employee Sustainable	0,846	$> 0,6$	0,882	$> 0,7$	Reliabel
Green Organizational	0,904	$> 0,6$	0,920	$> 0,7$	Reliabel
Green Transformational	0,902	$> 0,6$	0,919	$> 0,7$	Reliabel
OCBE (Z)	0,894	$> 0,6$	0,913	$> 0,7$	Reliabel

4.2. Structural Model Test (Inner Model)

4.2.1. Evaluation of Determination Coefficient (R-Square)

The larger the R-Square value, the more influence the endogenous variable receives. The R-Square value is divided into three categories, 0.75 is in the strong category, 0.50 is in the medium category, and 0.25 is in the weak category [10]. Based on the coefficient of determination test value, the R-Square value of the employee sustainable performance variable (Y) is 0.293 and the R-Square value of the OCBE variable (Z) is 0.367, both of which are in the weak category. The overall results from the coefficient of determination test are described in the table below:

Table 5: R-Square Value of the Research Model

Construct	R-Square
Employee Sustainable	0,293
OCBE (Z)	0,367

4.2.2. Predictive Relevance Test (Q-Square)

The Q-Square value >0 indicates that the model has an accurate predictive analysis of certain variables, while the Q-Square value <0 indicates that the model has a poor predictive analysis [10]. Based on the result of predictive relevance test, the Q-Square value of the employee sustainable performance variable (Y) and the OCBE variable (Z) obtained results > 0 , so it can be stated that the model has a good and relevant predictive value.

Table 6: Q-Square Value of the Research Model

Construct	Q-Square
Employee Sustainable	0,139

OCBE (Z)	0,180
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4.2.3. Goodness of Fit Index (GoF) Test

The GoF value is divided into three categories, where the value of 0.36 is in the strong category, 0.25 is in the medium category, and 0.1 is in the weak category [6]. Based on these results, it can be stated that the combined performance between the measurement model (outer model) and the structural model (inner model) as a whole is good because it has a GoF value > 0.36.

$$GoF = \sqrt{AVExRsquare}$$

$$GoF = \sqrt{((0,5018+0,511+0,532+0,511) / 4) \times ((0,293+0,367) / 2)}$$

$$GoF = \sqrt{0,518 \times 0,330} = 0,413$$

4.3. Hypothesis Test

To continue the discussion from point 2.6. there are seven hypotheses in this research:

Table 7: Hypothesis Test

Direct Influence to Dependent Variable					
Hypothesis	Original Sample	T Statistics (O/STDEV)	T Tabel	P Values	Result
GOC -> ESP (H1)	0,318	3,185	1,653	0,002	Accepted
GTL -> ESP (H2)	0,076	0,864	1,653	0,388	Rejected
OCBE -> ESP (H3)	0,240	2,752	1,653	0,006	Accepted
GOC -> OCBE (H4)	0,386	5,534	1,653	0,000	Accepted
GTL -> OCBE (H5)	0,303	3,771	1,653	0,000	Accepted
Indirect Influence to Dependent Variable					
GOC -> OCBE ->	0,093	2,293	1,653	0,022	Accepted
GTL -> OCBE ->	0,073	2,077	1,653	0,038	Accepted

Based on the results of hypothesis testing, it is known that H1, H3, H4, H5, H6, H7 are accepted, which means that all variables have a positive and significant effect on employee sustainable performance (Y) either directly or through mediation. Meanwhile H2 is rejected, which means that the green transformational leadership variable (X2) has no effect on the employee sustainable performance variable (Y).

4.3.1. The Effect of Green Organizational Culture on Employee Sustainable Performance

Based on the result of hypothesis test, it is known that H1 is accepted because it obtains a t-statistic value of 3.185 which is greater than the t-table value = 1.653 and the p-value = 0.002 which is smaller than $\alpha = 0.05$. These results are supported by previous research [29] and theory which explains that in order to build a strong organizational culture, the company should provide the employees with space to perform and make decisions in an effort to make some improvements, because this will increase the sense of ownership and responsibility, create a more collaborative environment, and make the employees feel the existence of an understanding that binds between them which ultimately has a positive effect on employee performance [8]. PT VSTI has been able

to build a culture among employees who are easy to share knowledge and experience, support each other, and are able to work well with all related departments, which is one of the things that supports the creation of better employee performance.

4.3.2. The Effect of Green Transformational Leadership on Employee Sustainable Performance

Based on the result of hypothesis test, it is known that H2 is rejected because it obtains a t-statistic value of 0.864 which is smaller than the t-table value = 1.653 and a p-value = 0.388 which is greater than $\alpha = 0.05$. These results are supported by previous research which shows that transformational leadership style will not produce performance improvement without being accompanied by the ability to inspire, motivate, and support their employees [7]. Some conditions at PT VSTI that support this result, such as: the availability of a regular training schedule for all PT VSTI employees also makes employees tend to focus more on developing their technical and professional skills through these trainings rather than by the transformational leadership style of their superiors. Added to that, there is a benefits component in PT VSTI which can be obtained by employees without having to go through a direct assessment from the leaders.

4.3.3. The Effect of OCBE on Employee Sustainable Performance

Based on the result of hypothesis test, it is known that H3 is accepted because it obtains a t-statistic value of 2.752 which is greater than the t-table value = 1.653 and a p-value = 0.006 which is smaller than $\alpha = 0.05$. These results are supported by previous research and an explanation that nowadays the success of an industry is not only determined by the behavior of employees in accordance with their job descriptions but also determined by the positive behavior of employees carried out outside their job descriptions, and the existence of these behaviors will ultimately also affect their performance [2]. PT VSTI needs to increase the quantity of environmental programs or activities that can be used as a forum for employees to contribute, because the involvement of employees in companies' programs can also increase their attachment to the company, increase their productivity, enthusiasm, and commitment to their work, which in turn has a positive impact on their performance.

4.3.4. The Effect of Green Organizational Culture on OCBE

Based on the result of hypothesis test, it is known that H4 is accepted because it obtains a t-statistic value of 5.534 which is greater than the t-table value = 1.653 and a p-value = 0.000 which is smaller than $\alpha = 0.05$. These results are supported by previous research and the explanation that green organizational culture will lead to the alignment of positive behavior from the organizational members even though the positive behavior is beyond their duties and responsibilities which has a positive impact to the company indirectly [3]. It cannot be denied that without the support and good example of the leader, the company's efforts to implement green organizational culture will be difficult to achieve. PT VSTI needs a leader who is ready to face an environmental issue so that the employees do not misinterpret and assume that environmental issues are not a priority, which in turn can reduce employee voluntary behavior and the company's efforts to improve environmental sustainability are also not optimal.

4.3.5. The Effect of Green Transformational Leadership on OCBE

Based on the result of hypothesis test, it is known that H5 is accepted because it obtains a t-statistic value of 3.771 which is greater than the t-table value = 1.653 and a p-value = 0.000 which is smaller than $\alpha = 0.05$. This result is supported by previous research [19] and theory which says that when the leader consistently applies and shows commitment to the values that they teach, then this does not only inspire the team to adopt the same values, but also increases their trust and credibility as a role model in the team, which in turn will drive the team to voluntarily do better than what they can do for the company's success [3]. Leaders at PT VSTI who serve as role models tend to be more successful in motivating and encouraging the active participation of their teams in pro-environmental behaviors, as employees already see the positive impacts that result.

4.3.6. The Effect of Green Organizational Culture on Employee Sustainable Performance through OCBE

Based on the result of hypothesis test, it is known that H6 is accepted because it obtains a t-statistic value of 2.293 which is greater than the t-table value = 1.653 and a p-value = 0.022 which is smaller than $\alpha = 0.05$. These results are supported by previous research [28] and the theory which explains that employee voluntary actions that arise from OCBE will build a positive culture and lead to a more effective and optimal performance in the organization [16]. The employees of PT VSTI who always voluntarily give their best work can encourage the creation of a work environment culture that is full of enthusiasm. This work spirit can be emulated by other teammates, and ultimately has an overall impact on overall better employee performance.

4.3.7. The Effect of Green Transformational Leadership on Employee Sustainable Performance through OCBE

Based on the result of hypothesis test, it is known that H7 is accepted because it obtains a t-statistic value of 2.077 which is greater than the t-table value = 1.653 and a p-value = 0.038 which is smaller than $\alpha = 0.05$. This result is supported by previous research [22] and an explanation that employees who have a sense of admiration, respect and trust for their leaders, will be more motivated to do better than what was initially expected from them and this will lead to a stronger commitment to the company's environmental goals which in turn improves employee performance [4]. The leaders of PT VSTI who are able to provide an opportunity for their employees to develop and convey new ideas that support the company's green practices can further encourage employees to take the initiative in pro-environmental practices, which in turn improves their sustainable performance. However, this must also be accompanied by other leaders who also consistently integrate pro-environmental behaviors in their daily activities, because the inconsistency of such leaders can reduce employee motivation to take initiatives in green practices which can ultimately affect employee sustainable performance and create challenges in achieving the desired positive results in the context of sustainability

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

Based on the results of data analysis and hypothesis test, the results of this research can be concluded are as follows:

- (a.) Green organizational culture has a positive and significant effect on employee sustainable performance, it means the better implementation of green organizational culture by PT VSTI, the more employee sustainable performance will increase.
- (b.) Green transformational leadership has no effect on employee sustainable performance, it means that the better or not those leaders who apply the green transformational leadership style at PT VSTI will not affect employee sustainable performance.
- (c.) OCBE has a positive and significant effect on employee sustainable performance, it means that the higher an OCBE level at PT VSTI, the more it will increase the employee sustainable performance.
- (d.) Green organizational culture has a positive and significant effect on OCBE, it means that the better the implementation of green organizational culture by PT VSTI, the more OCBE will increase.
- (e.) Green transformational leadership has a positive and significant effect on OCBE, it means that the better those leaders who apply the green transformational leadership style at PT VSTI, the more OCBE will increase..
- (f.) Green organizational culture has a positive and significant effect on employee sustainable performance through OCBE, it means that OCBE successfully mediates the effect between green organizational culture on employee sustainable performance at PT VSTI.
- (g.) Green transformational leadership has a positive and significant effect on employee sustainable performance through OCBE, it means that OCBE successfully mediates the effect between green transformational leadership on employee sustainable performance at PT VSTI.

5.2 Recommendation

5.2.1. Recommendation for Management

- (a.) Increasing the establishment of green organizational culture does not only depend on how the environmental policy is written, therefore PT VSTI must also ensure that all the leaders are able to work together in showing commitment to environmentally responsible business practices, so that green organizational culture can be built and implemented more effectively.
- (b.) PT VSTI can provide leadership training about green topics as a provision for leaders in implementing pro-environmental behavior for themselves in the scope of work and become a role model for their entire team. In addition, PT VSTI can also further encourage all the leaders to actively engage in the company's environmental programs, to ensure that PT VSTI can conduct regular monitoring of the environmental performance of the leaders and their teams, such as seeing how environmentally friendly initiatives they have implemented.
- (c.) Maintaining an environment where employees are constantly reminding each other to be aware and willing to show pro-environmental behavior, the researcher recommends that PT VSTI should continue to pay attention on how the company adds the quantity of programs that are focused on the environment as a place to provide employee initiation to contribute positively towards the company's image that protects the environment.

(d.) Attracting and retaining the employees who are able to deliver the best performance results in all situations, so that they will stay and work with PT VSTI in the long term. In addition, PT VSTI has to encourage their employees to take sustainable initiatives, such as by facilitating ongoing training and encouragement for the employees to understand and implement sustainable practices in their daily work, not only providing basic training during the employee's first day of work (onboarding). This also aims to instill the importance of contributing to the company's sustainability efforts that can be achieved through their initiatives and their performance, which will ultimately support the achievement of sustainable growth for the company.

5.2.2. Recommendation for Further Research

This research is still limited to efforts to determine the effect of independent variables, namely green organizational culture and green transformational leadership on employee sustainable performance with OCBE as an intervening variable at PT VSTI. Further research is expected to conduct more extensive research on other variables that can theoretically affect employee sustainable performance. In addition, during the implementation of further research, researchers are advised to conduct a direct meeting or socialization with respondents during data collection so that respondents can understand the context of the research and the objectives of the research can also be clearly captured.

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Author Profile



Chika Farren Silaban has completed her Bachelor's Degree at Gunadarama University, in the Study Program of Psychology in 2020. The researcher then continued her Master's Degree at Mercu Buana University, in the Study Program Management with a Human Resources Management concentration. The researcher is currently working as a Subsection Head in the field of HR Strategic.