

## Employee Performance Model Based on Green OCB and Green Transformational Leadership Through Green Work Engagement

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### ABSTRACT

*Ecological pressures demand that the public sector integrate sustainability into employee performance, but the underlying psychological mechanisms are still limited. This study examines the effect of Green OCB and Green Transformational Leadership (GTL) on Employee Performance through Green Work Engagement (GWE) as a mediator. A quantitative study on employees of the Environmental Agency used PLS-SEM analysis with SmartPLS and bootstrapping. The results showed that Green OCB and GTL had a significant positive effect on employee performance directly and on GWE. GWE also had a significant effect on performance, but the indirect effect through GWE was not significant, indicating that GWE did not mediate the relationship. It was concluded that voluntary pro-environmental behavior and green leadership improve employee performance directly without requiring GWE mediation, so direct implementation of sustainability values in the work practices of public organizations is important.*

### INTRODUCTION

Environmental issues are a major focus in both the public and private sectors, with the Indonesian government's policy to achieve the SDGs through Presidential Regulation No. 111 of 2022 which integrates the principles of sustainability (Government of Indonesia, 2022). Ministries and local governments are now required to assess employee performance not only based on administrative output but also on contributions to sustainability. Serious ecological pressures, such as 110,095 hectares of critical land, which is at risk of causing an ecological

disaster, and 421.7 tons of unmanaged waste per day by 2022, according to an article (Wawan 2025 & Iwan 2024) . Government regulations now assess employee performance based on contributions to environmental sustainability, reflecting similar challenges in many regional environmental agencies, namely the involvement of their apparatus. Therefore, green transformational leadership (GTL) is key, where leaders inspire employees to adopt environmental values (Gustiah et al. 2022) .

To overcome this challenge, the implementation of environmentally friendly practices in government institutions is very important because research on pro-environmental civil servants is still limited, there is still little research that discusses OCB specifically in the government or state apparatus environment even though the dynamics, regulations and work culture in the public sector are different from the business sector. (Iqbal et al., 2024) . Previous research indicates that public service motivation and OCB are important factors influencing employee pro-environmental behavior (Nugroho et al., 2022) . Organizational citizenship behavior (OCB) can be positioned as an independent variable that influences employee environmental behavior and performance. Studies show that OCB has a positive and significant influence on *environmental performance* and employee performance, as it reflects voluntary behavior that supports the organization's environmental initiatives. (Saputro & Nawangsari 2021: Hidayati et al., 2025) .

However, the mechanisms linking leadership, pro-environmental behavior, and employee performance in the public sector remain poorly understood. This study proposes *green work engagement* (GWE) as a mediating variable explaining this relationship, with *green transformational leadership* (GTL) as a resource that fosters green work engagement. When employees feel inspired by GTL and have internal motivation to behave pro-environmentally, they are more likely to engage in work that supports sustainability, which ultimately has a positive impact on the organization's environmental performance. (Gustiah & Nurhayati, 2022 : Batarfi et al. 2025) .

Research on GTL and OCB has mostly focused on the non-public organizational sector, while studies in the public sector are still relatively limited (Erlina et al., 2023). : (Yu et al. 2024) . In addition, most previous studies tend to focus on testing direct relationships between variables, while studies on the psychological mechanisms underlying pro-environmental behavior, particularly those involving the mediating role of green work engagement, are still relatively limited and have not been explored in depth (Kura 2016) . Therefore, this study aims to formulate and test an employee performance model based on OCB and GTL through GWE, with an empirical approach on environmental service employees in local government.

This research adopts two main theories, namely Transformational Leadership Theory (Bass, 1985) and the Job Demands-Resources (JD-R ) model (A. Bakker and Bakker 2007) . Transformational Leadership Theory describes how a leader can inspire and motivate followers to achieve high performance by aligning personal goals and values with

organizational goals. In this context, *Green Transformational Leadership* (GTL) is a specific application of the theory, where leaders actively instill a vision and value of sustainability in employees. Meanwhile, the (JD-R) model provides a framework for understanding how demands and resources in the job affect performance. In this model, GTL functions as a very important job resource.

## RESEARCH METHODS

This study applies a quantitative survey method to empirically examine the relationship between variables through statistical analysis. This study aims to analyze *the Employee Performance Model Based on Green OCB and Green Transformational Leadership*, with *Green Work Engagement* as a mediating variable that explains the relationship between these variables. The study population consists of all employees at the agency that is the object of the study, totaling 174 people. Each variable is measured using different indicators ranging from 3 or 4 indicator items, each indicator has 2 questions measured using a 5-point Likert scale (1: strongly disagree, 5: strongly agree). The sample size was determined using the Taro Yamane formula (1967) with a margin of error of 5%, resulting in a sample size of 121 respondents. The sampling technique used was *probability sampling* with the *simple random sampling method*, which provides an equal opportunity to be selected as a respondent. (Sugiyono 2019) The research data was collected through a questionnaire containing a number of statements related to the variables of OCB, *Green Transformational Leadership*, *Green Work Engagement*, and *Employee Performance*. In addition, this research was also supported by a literature study sourced from relevant scientific books and journals to strengthen the theoretical foundation. The research instrument used a five-level Likert scale to measure respondents' perceptions of each statement asked, which is one of the measurement techniques commonly used in social research (Sekaran & Bougie, 2016).

The data analysis used path analysis or *structural equation modeling* (SEM) based on *partial least squares* (PLS) with the aid of SmartPLS software. This method was chosen because it can analyze the relationships between latent variables simultaneously and test their direct and indirect effects through mediating variables. The analysis process was carried out in two stages: evaluation of the measurement model (*outer model*) to test the validity and reliability of the indicators, and evaluation of the structural model (*inner model*) to analyze the relationships between variables in the study (Hair et al. 2021).

## RESULTS AND DISCUSSION

Table 1. Demographic Characteristics of Respondents (N=121)

No	Variables	Respondent Criteria	Frequency	Percentage
1.	Gender	Man	88	72%
		Woman	33	27%
2.	Age	22-29 years old	10	8%
		30-39 years	34	28%
		40-49 years	40	33%
		50-58 years	37	30%
3.	Respondent Education	High School/Vocational School	78	64%
		Bachelor	31	25%
		Diploma	6	4%
		Master	6	4%
4.	Employment Bond	civil servant	61	50%
		PPPK	58	47%
		Non-ASN	2	1%

Source : Primary data processing

The distribution of respondent characteristics is presented in table 1, research This involving 121 respondents Environmental Service employees Life government selected area through technique *simple random* . Characteristics demographic respondents analyzed For give description comprehensive about profile sample research , which will then be can used as base interpretation results and considerations generalization findings .

Table 2. Validity and Reliability Test

Variable Construction	Item code	Item load	Cronbach's alpha	Rho A	CRAVE
Green OCB	GOCB1	0.762	0.789	0.793	0.614
	GOCB2	0.842			
	GOCB3	0.785			
	GOCB4	0.741			
Green transformational leadership	GTL5	0.740	0.808	0.810	0.636
	GTL6	0.814			
	GTL7	0.825			
	GTL8	0.809			
Employee performance	EP5	0.761	0.773	0.781	0.690
	EP7	0.869			
	EP8	0.857			
Green work engagement	GWE4	0.722	0.826	0.830	0.590
	GWE5	0.809			
	GWE6	0.799			
	GWE7	0.753			
	GWE8	0.756			

Source : SmartPLS data processing

Analysis factor confirmatory (CFA) is conducted For test reliability and validity construct research . Based on table 2, value Cronbach's alpha , composite reliability, and rho A throughout construction is above 0.70 which shows adequate internal reliability (Nunnally 1987) & (Dijkstra 2015) . Besides that is , the AVE value of each construct is above 0.50 so that fulfil criteria validity convergent (Lacker 2012) . Indicators that are not fulfil mark threshold limit eliminated from analysis continued .

Tabel 3. Validitas diskriminan (Kriteria Fornell-Lacker)

	Green OCB (X1)	Green transformational leadership (X2)	Employee performance (Y)	Green work engagement (Z)
Green OCB	0,612		0,830	
Green transformational leadership	0,783	0,797	0,626	

Employee performance			0,602	
Green work engagement	0,557	0,611	0,555	0,768

Sumber: Pengolahan data SmartPLS

Table 3 demonstrates that discriminant validity was evaluated using the Fornell-Lacker criterion, where the square root of the AVE of each construct is greater than the correlation between the other constructs. This can be seen from each variable, which is all above 0.50. Thus, it can be concluded that the measurement model in this study has met adequate discriminant validity (Henseler et al., 2015).

Table 4. Direct Influence Relationship

	Original sample (O)	Sample mean (M)	t-statistic	P value
Green OCB->employee performance	0.295	0.299	2,803	0.005
Green OCB->green work engagement	0.293	0.293	3,367	0,001
Green transformational leadership->employee performance	0,330	0,323	3,105	0,002
Green transformational leadership->green work engagement	0,432	0,433	4,748	0,000
Green work engagement->employee performance	0,189	0,192	2,102	0,036

Sumber: Pengolahan data SmartPLS

Based on the analysis obtained from table 4, *green OCB* on *employee performance* has a positive and significant relationship with the *original sample value* (O) of 0.295, mean (M) of 0.299 and a significant value of  $P < 0.005$ . Therefore, it can be concluded that *green OCB* plays a role as a predictor of *employee performance*, so that hypothesis 1 is accepted.

Based on the analysis obtained from table 4, *green OCB* on *green work engagement* has a positive and significant relationship with the *original sample value* (O) of 0.293, mean (M) of 0.293, and P value  $< 0.001$ . Therefore, it can be concluded that *green OCB* acts as a predictor of *green work engagement*, so that hypothesis 4 is accepted.

Based on the analysis obtained from Table 4, *green transformational leadership* has a positive and significant relationship with an *original sample value* (O) of 0.330, a mean (M) of 0.323, and  $P > 0.002$ . Therefore, it can be concluded that *green transformational leadership* plays a role as a predictor of *employee performance*, so that hypothesis 2 is accepted.

Based on the analysis obtained from table 4, *green transformational leadership* on *green work engagement* has a positive and significant relationship with the original sample

value (O) of 0.432, mean (M) of 0.433 and P value > 0.000. Therefore, it can be concluded that *green transformational leadership* plays a role as a predictor of *green work engagement*, so that hypothesis 5 is accepted.

Based on the analysis obtained from table 4, *green work engagement* has a positive and significant effect on *employee performance* with an original sample value (O) of 0.189, a mean (M) of 0.192, and a P value of > 0.360. Therefore, it can be concluded that *green work engagement* plays a role as a predictor of *employee performance*, so that hypothesis 3 is accepted.

Table 5. Indirect Influence Relationship

	Original sample	t-statistic	P value	Indirect effect	Total effect
Green OCB->Employee performance	0.055	1,738	0.082	0,055	0,11
Green transformational leadership->employee performance	0,082	1,747	0,081	0,082	0,164

Sumber: Pengolahan data SmartPLS

Further regression analysis was conducted to test the mediating role of *green work engagement* on the relationship between *green OCB*, *green transformational leadership*, and *employee performance*. The results of Table 5 show that *green OCB* has a positive but insignificant effect on *employee performance* (*green OCB - employee performance* = original sample 0.055, t-statistic 1.738, P < 0.082). Similarly, *GTL* on *employee performance* shows a positive but insignificant relationship (*GTL - employee performance* = original sample 0.082, t-statistic 1.747, P < 0.081). These findings indicate that the influence of *green OCB* and *green transformational leadership* on *employee performance* is not strong enough to form partial mediation through *GWE*. These results are in line with research (Hernawan et al., 2025) which states that *green transformational leadership* does not have a significant direct effect on *employee performance*, as well as research (Beauty et al., 2025) which found that *work engagement* has a positive but insignificant relationship on *employee performance*.

Furthermore, the indirect effect of *green OCB* on *employee performance* through *GWE* also showed positive results but was not significant. (*green OCB - employee performance - GWE* = Original sample 0.055, P > 0.082 with a total effect of (0.11, P > 0.082) and (*GTL - employee performance - GWE* = Original sample 0.082, P < 0.081 with a total effect of (0.164, P < 0.081) remained insignificant. Therefore, *GWE* was not able to mediate the relationship between *green OCB* and *GTL* on *employee performance*, so that hypothesis 6

and hypothesis 7 were not accepted. This finding is supported by (Sharei 2025) which explains that green behavior variables are not necessarily able to provide a significant mediation effect on improving organizational performance.

Table 6. *R-square values*

Structural Model	Dependent Variable	R-square	Adjusted R-square
1.	FEB.(Z) Employee	0.427	0.417
2.	Performance.(Y)	0.489	0.476

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$$\begin{aligned} \text{Calculation: } Q^2 &= 1 - (1 - (P12)) (1 - (P22)) \\ &= 1 - (1 - 0.427) (1 - 0.489) \\ &= 1 - 0.30 = 0.71 \end{aligned}$$


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Source: SmartPLS data processing

Based on table 6, the influence model of GOCB and *green transformational leadership* on *employee performance* provides an *R-square value* of 0.43, which is interpreted that GWE can be explained by GOCB and GTL variables by 43%, while the other 57% is explained by variables outside the study. Furthermore, the influence model of GOCB and GWE on *employee performance*. Which is interpreted that *employee performance* is 49% while the other 51% is explained by variables outside the study.

To measure how much observation value is generated by the model and also its parameter estimates, it is necessary to calculate *the Q-square*, the *Q-square value* has a range of values  $0 < Q^2 < 1$ . The *Q-square value* is 0.71, so it can be concluded that the model has very good *predictive relevance*. Thus, it can be explained that 71% of the variation in *employee performance* is influenced by *green OCB*, GTL, and GWE, while the remaining 39% is influenced by other variables. *Green OCB* is proven to have a positive and significant effect on *employee performance*. This result is indicated by a positive path coefficient of 0.299 with a *t-statistic* of 2.803 (*t-statistic*  $> 1.96$ ) can *p value*  $0.005 < 0.050$ , thus, hypothesis 1 (H1) can be proven. The results obtained can be interpreted that the better GOCB, *the employee performance* will increase.

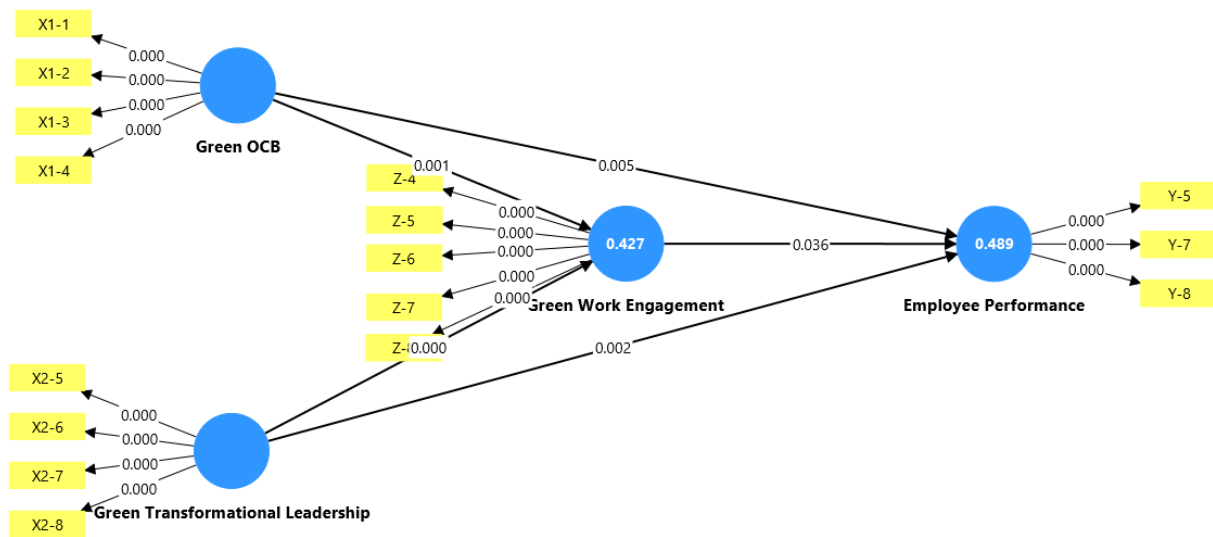


Figure 2. Empirical Model of Direct Influence

**H1: Green OCB has a positive effect on Employee Performance**

Research result show that *Green Organizational Citizenship Behavior* (GOCB) has an influence positive to *employee performance* . Findings This indicates that behavior voluntary employee in support pro- environmental activities can increase effectiveness Work through efficiency use source Power nature , care to environment work , and contribution extra outside formal demands of the job . In context organization public , behavior the reflect existence commitment employee to sustainability that also contributes push improvement performance.Results This in line with (Boiral 2009) and (Paillé and Boiral 2013) which confirms that GOCB contributes to effectiveness organization and improvement performance individual . Findings this also supports study (Saputro and Nawangsari 2021) which shows that pro- environmental behavior voluntary influential positive to *employee performance* . Alignment results This strengthen that GOCB is one of the form behavior supporting strategies achievement performance based sustainability .

**H2: Green Transformational Leadership has a positive effect on Employee Performance**

Research result show that *Green Transformational Leadership* (GTL) has an impact positive to *employee performance* . Findings This indicates that integrated leadership mark sustainability , providing vision clear environment , as well as push innovation green capable increase motivation , commitment , and productivity employee . In context This organization , leader - oriented environment play a role No only in direct achievement objective work , but also build behavior supportive work improvement performance.Things This in line with (Robertson and Barling 2013) which shows that *green transformational leadership* push formation behavior positive employee through internalization values environment . Findings this also supports (Graves et al. 2013) who found that leadership transformational oriented

environment capable increase motivation employees and strengthen behavior Work positive which has implications for increasing performance . In addition that , research Mittal and Dhar (2016) show that *green transformational leadership* influential to *outcome* positive employees , including effectiveness and performance Work .

### **H3: Green Work Engagement has a positive effect on Employee Performance**

Analysis results show that *Green Work Engagement* (GWE) has an influence positive and significant to *employee performance* . Findings This show that the more tall attachment employee in work - oriented sustainability , food the more the resulting performance also increases . Involvement high performance reflect passion , dedication , and commitment capable employees push effectiveness as well as productivity work . Findings This in line with (Bakker 2006) and Bakker & Bal (2010) who emphasized that *work engagement* contribute positive to improvement performance . Furthermore , through meta- analysis show that *work engagement* correlated positive with *task performance* and *contextual performance* . In context sustainability , results this is also supported (Abdou et al. 2023) who found that *green work engagement* play a role in increase *employee performance* .

### **H4: Green OCB has a positive influence on Green Work Engagement**

The analysis results show that *green organizational citizenship behavior* on *green work engagement* indicates that employee voluntary behavior in supporting a green work environment can increase their psychological and emotional engagement. When employees engage in pro-environmental activities, they tend to feel more meaningful in their work, thereby increasing their sense of attachment to their work. This finding is supported by (Paillé and Boiral 2013) who stated that proactive environmentally-based behavior can increase *work engagement* due to the alignment of individual and organizational values. In addition, (Palupi et al. 2024) also found that involvement in environmentally friendly activities can strengthen *engagement* by increasing intrinsic motivation and work meaning.

### **H5: Green Transformational Leadership has a positive effect on Green Work Engagement**

Research result show that *green transformational leadership* influential positive to *green work engagement* . Findings This indicates that sustainability - oriented leadership capable increase involvement Work employee through inspiration , support , and delivery vision clear green . Then from that , involvement Work No only influenced by factors work , but also values sustainability built by leaders . Findings This in line with (Abdou et al. 2023) which states that *green transformational leadership* increase *employee engagement* through motivation intrinsic and consciousness environment . ( Yu et al. 2024) also found that leadership green capable create environment more work meaningful so that increase energy , dedication , and involvement employee in activity sustainability organization .

### **H6: Green Work Engagement mediates in a way positive The influence of Green OCB on Employee Performance**

*Green organizational citizenship behavior* (GOCB) has an influence positive. However, no significant in mediate connection between *green transformational leadership* and *employee performance*. These results show that although leadership green capable push pro-environmental behavior voluntary, influence the Not yet Enough strong. For increase performance employee in a way significant. This indicates that mark sustainability Not yet fully internalized so that GOCB has not effective as mechanism mediation. This is show that, GOCB has direction influence positive, but Not yet capable mediate connection *green transformational leadership* to *employee performance* in a way significant. Findings This show that connection the possibility influenced by other factors such as *green commitment*, *organizational support*, or *psychological climate*.

### **H7: Green Work Engagement mediates in a way positive The Influence of Green Transformational Leadership on Employee Performance**

Although study previously show that *green leadership* and OCB contribute to *outcome* positive organization (Robertson and Barling 2013); (Boiral 2009), results study This show that role GOCB mediation not yet consistent in context organization studied. Findings this is also not yet fully in line with (Graves et al. 2013) & (Paillé et al. 2013) which states that pro-environmental behavior employee can support effectiveness organization and *outcomes* Work positive. However, some studies confirm that influence mediation behavior green nature contextual and not always significant in every organization.

This matter show that, GOCB has direction influence positive, but Not yet capable mediate connection *green transformational leadership* to *employee performance* in a way significant. Findings This show that connection the possibility influenced by other factors such as *green commitment*, *organizational support*, or *psychological climate*.

## **CONCLUSION**

The results of the PLS-SEM analysis conclude that *Green OCB* and *Green Transformational Leadership* influential positive significant to *Employee Performance* in a way directly, and capable increase *Green Work Engagement* which also has an impact positive on performance. However, the test effect No direct show that GWE does not functioning as a significant mediator, so that hypothesis mediation rejected. Findings This confirm that in context organization public researched, optimization performance more effective achieved through strengthening direct leadership green and pro-environmental behavior, without depend on mechanism psychological involvement Work as intermediary. In overall, research model capable explain part big variation performance employees, while the rest influenced by external factors coverage study.

## SUGGESTION

Remember *Green Work Engagement* No proven play a role as a mediator, organization public recommended prioritize implementation direct mark sustainability through strengthening leadership green , appreciation pro- environmental initiatives , as well as integration indicator environment in evaluation performance . Share study Next , it is recommended test variables mediation or moderation alternative like climate psychological green or support more organizations relevant with sector public , expanding coverage samples , as well as apply approach qualitative For reveal factor contextual , so that contribution study become more comprehensive and can generalized .

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