

Analysis Of The Role Of Green Transformational Leadership And Green Organizational Culture On Organizational Citizenship Behavior For The Environment At The Perum Jasa Tirta II

Analisis Peran Green Transformational Leadership Dan Green Organizational Culture Terhadap Organizational Citizenship Behavior For The Environment Pada Perum Jasa Tirta II

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ABSTRACT

The achievement of Sustainable Development Goals (SDGs) and Net Zero Emission (NZE) targets demands environmental performance transformation in state-owned enterprises. Perum Jasa Tirta II (PJT II) faces a performance gap; the 2024 ESG assessment revealed its Environmental pillar scored only 33.55%. This study aims to examine the effects of Green Transformational Leadership (GTL) and Green Organizational Culture (GOC) on Organizational Citizenship Behavior for the Environment (OCBE) as the basis for designing a Green Human Resource Management (GHRM) model. A quantitative approach was used with a population of 319 permanent employees. A sample of 185 respondents was selected via proportionate stratified random sampling. Data were collected using a structured questionnaire adopting instruments from Robertson (GTL), Aggarwal & Agarwala (GOC), and Boiral & Paillé (OCBE), and analyzed via PLS-SEM using RStudio 4.5.2. The results indicate that GOC significantly affects OCBE, while GTL has no significant direct effect. Simultaneously, GTL and GOC moderately explain the OCBE variance, with GOC acting as the dominant driver. These findings serve as the foundation for a GHRM model prioritizing cultural diffusion and inspirational motivation to support PJT II's 2028 GRC-ESG harmonization.

Keywords : *Green Transformational Leadership, Green Organizational Culture, Organizational Citizenship Behavior for the Environment.*

ABSTRAK

Pencapaian Sustainable Development Goals (SDGs) dan target Net Zero Emission (NZE) menuntut transformasi kinerja lingkungan pada sektor BUMN. Perum Jasa Tirta II (PJT II) menghadapi kesenjangan kinerja, di mana hasil asesmen ESG BPKP 2024 menunjukkan pilar Lingkungan hanya mencapai skor 33.55%. Penelitian ini bertujuan menganalisis pengaruh Green Transformational Leadership (GTL) dan Green Organizational Culture (GOC) terhadap Organizational Citizenship Behavior for the Environment (OCBE) sebagai dasar rancangan Green Human Resource Management (GHRM). Pendekatan kuantitatif digunakan dengan populasi 319 karyawan tetap. Sampel sebanyak 185 responden dipilih melalui proportionate stratified random sampling. Data dikumpulkan menggunakan kuesioner terstruktur dengan instrumen GTL dari Robertson, GOC dari Aggarwal & Agarwala, serta OCBE dari Boiral & Paillé, kemudian dianalisis menggunakan PLS-SEM dengan RStudio 4.5.2. Hasil analisis membuktikan bahwa GOC secara parsial berpengaruh positif dan signifikan terhadap OCBE, sementara GTL tidak memiliki pengaruh langsung yang signifikan. Secara simultan, GTL dan GOC berkontribusi menjelaskan variansi OCBE pada tingkat moderat, di mana GOC berperan sebagai pendorong utama yang dominan. Temuan ini menjadi landasan perancangan model GHRM yang memprioritaskan difusi budaya dan motivasi inspirasional guna mendukung pencapaian harmonisasi GRC-ESG PJT II tahun 2028.

Kata Kunci : *Green Transformational Leadership, Green Organizational Culture, Organizational Citizenship Behavior for the Environment.*

1. Introduction

The demand for environmental sustainability is increasingly becoming a strategic issue globally, given that the environmental crisis is no longer merely a conceptual discourse but a

factual reality that is currently unfolding and gradually destroying the global ecological order. Within the framework of the Sustainable Development Goals (SDGs) initiated by the United Nations, public organizations and state-owned enterprises (SOEs) are required to integrate Environmental, Social, and Governance (ESG) principles and Net Zero Emission (NZE) targets into their management and performance evaluation systems.

Table 1. Perum Jasa Tirta II’s 2024 ESG Assessment

No	ESG Factors	Weight	Score	% of Target
A	Environmental Factors (E)	20.00	6.71	33.55
B	Social Factors (S)	20.00	14.63	73.15
C	Governance Factors (G)	35.00	29.80	85.14
D	Financial Factors	25.00	21.00	84.00
Aggregate ESG Score		100.00	72.14	72.14

Source: Perum Jasa Tirta II Annual Report (Perum Jasa Tirta II, 2024)

Perum Jasa Tirta II (PJT II), as a strategic national state-owned enterprise, is no exception to these demands. However, the results of the PJT II ESG assessment conducted by the Financial and Development Supervisory Agency (BPKP) show that PJT II’s performance in the environmental pillar (Factor E) reached only 33.55%, lagging far behind the social (73.15%), governance (85.14%), and financial (84.00%) factors.

Table 2. Details of Environmental Parameters in the ESG Assessment by BPKP

Result	Environmental Factors	
		E6.1
	E6.2	Impact of Emissions Reduction
Process	E1.1	Climate Change
	E2.1	Carbon Emissions and Equivalents
	E3.1	Water
	E4.1	Waste
	E4.2	Air Pollution
	E5.1	Environmental Carrying Capacity
	E5.2	Process Safety in the Supply Chain
	E1.2	Biodiversity
	E2.2	Emissions Reduction Performance

Source: ESG Oversight Guidelines (Peraturan BPKP No.2 Tahun 2023, 2023)

Low environmental scores remain a major weakness for the organization, reflecting a gap between strategic policies and the pro-environmental behaviors exhibited by employees in their daily work practices. Conceptually, ESG oversight is intended to balance economic and social achievements through responsible environmental governance. The following are the details of the environmental parameters assessed in the ESG assessment conducted by BPKP. These environmental factors can be achieved if employees exhibit a high level of pro-environmental behavior, which will be reflected in outcomes such as energy efficiency and emissions reduction.

A gap in pro-environmental behavior at the operational level is evident from the consistently high consumption of electricity and the lack of waste sorting initiatives at PJT II’s headquarters. This indicates the need to encourage actual pro-environmental behavior among employees.

2. Literature Review

Organizational Citizenship Behavior for the Environment (OCBE)

One approach to explaining pro-environmental behavior in the workplace is Organizational Citizenship Behavior for the Environment (OCBE). OCBE refers to voluntary

employee behavior that is not directly required by formal job descriptions but contributes to the effectiveness of an organization's environmental management (Boiral, 2009; Boiral & Paillé, 2012). In the context of organizations seeking to strengthen their environmental performance, OCBE is important because many environmentally friendly practices depend on employee initiative, concern, and mutual support, rather than merely compliance with rules.

In the literature on organizational behavior, Organizational Citizenship Behavior for the Environment (OCBE) cannot arise from instructions alone but is shaped by at least two key driving factors: inspirational leadership, or Green Transformational Leadership (GTL) (Liu & Yu, 2023) and a supportive normative climate, or Green Organizational Culture (GOC) (Gao et al., 2025). This study aims to examine the influence of GTL and GOC on OCBE. The empirical findings will then be used as the basis for designing a Green Human Resource Management (GHRM) system, which has not yet been formally established at PJT II.

Green Transformational Leadership (GTL)

Green Transformational Leadership (GTL) refers to a leadership style that explicitly incorporates environmental vision and motivation into leadership practices. (Robertson & Barling, 2013) show that leaders who demonstrate environmentally specific transformational leadership can influence employees' enthusiasm and pro-environmental behavior. (Robertson, 2018) subsequently developed and validated a measure of Environmentally Specific Transformational Leadership.

(Liu & Yu, 2023) define GTL as an extension of transformational leadership into the field of environmental protection that can motivate subordinates to exceed expected environmental targets, with a green organizational climate serving as a mediating mechanism. (Ledi et al., 2024) define GTL as a leadership style in which leaders inspire, motivate, and support employees to adopt eco-friendly practices and pursue sustainability goals, while reinforcing the belief that sustainability is a core organizational value. (Al-Ghazali et al., 2022) emphasize that in the concept of GTL, leaders encourage pro-environmental behavior among employees by instilling green behavioral goals and environmental awareness, in line with the spirit of transformational leadership that emphasizes vision development and the intellectual stimulation of followers.

Green Organizational Culture (GOC)

In addition to leadership, Green Organizational Culture (GOC) also plays a crucial role in shaping employees' environmental behavior. (Harris & Crane, 2002) explain that GOC encompasses Degree, Diffusion, and Depth within an organization. (Aggarwal & Agarwala, 2023) demonstrate that GOC can serve as a mechanism that bridges Green Human Resource Management (GHRM) practices with an organization's environmental performance. Thus, GOC can be understood as a system of shared values, assumptions, and practices within an organization that integrates environmental concern into its organizational identity.

(Subramanian & Suresh, 2023) explain that GOC refers to a corporate culture that motivates employees to adopt pro-environmental behaviors and creates a climate that fosters innovative ideas, attitudes, cooperation, and behaviors that reduce the company's negative impact on the environment. (Gao et al., 2025) describe GOC as a system of shared beliefs and values that must evolve to integrate sustainability and environmental management as core principles, where GOC is characterized by its dedication to environmentally friendly practices that substantially shape organizational members' perspectives on sustainability and position them as key agents of change. (Li et al., 2025) define GOC as a set of beliefs and practices focused on environmental management and sustainability, in which a strong organizational culture encourages employees to understand the organization's environmental goals and strengthens their level of commitment to sustainability.

The Effect of Green Transformational Leadership (GTL) and Green Organizational Culture (GOC) on Organizational Citizenship Behavior for the Environment (OCBE)

Several studies have confirmed the positive effect of GTL on OCBE (Chen & Chang, 2013; Robertson & Barling, 2013). However, these findings are not always consistent. Some studies have found that the effect of GTL on OCBE is indirect and depends on mediating variables such as the environmental climate or organizational identification (Liu et al., 2022). On the other hand, GOC has consistently been found to be strongly correlated with various forms of employees' pro-environmental behavior (Gao et al., 2025; Mawarni & Rastitiati, 2025).

Although studies on GTL or GOC in relation to OCBE have expanded, research that comprehensively examines both factors in state-owned enterprises in the water resource management sector in Indonesia remains very limited. Based on this background, this study aims to: (1) analyze and test the magnitude of the significant effect of GTL on OCBE; (2) analyze and test the magnitude of the significant effect of GOC on OCBE; (3) analyze and test the magnitude of the significant simultaneous effect of GTL and GOC on OCBE among employees at the Perum Jasa Tirta II Headquarters. This study is expected to provide an empirical contribution to the literature on Global Human Resource Management (GHRM) as well as practical implications for human resource management within environmentally oriented state-owned enterprises.

Conceptual Framework

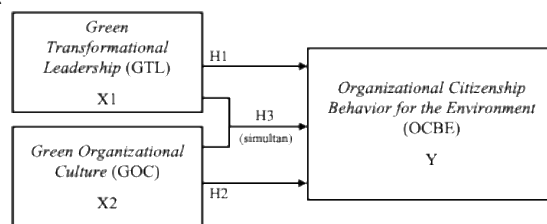


Fig. 1. Conceptual Framework

3. Research Methods

This study employs a quantitative approach in the form of explanatory research. Explanatory research aims to explain causal relationships among variables by testing systematically formulated hypotheses. In this study, the primary focus is to examine the magnitude and significance of the effects of GTL and GOC on OCBE, both partially and simultaneously. The conceptual framework is shown in Figure 1.

The research location was set at the Perum Jasa Tirta II Headquarters in Jatiluhur. The research population consisted of all 319 permanent employees at the Perum Jasa Tirta II Headquarters. The sample size was set at 185 respondents based on the Slovin formula with a 5% margin of error, while also taking into account the minimum requirements for PLS-SEM analysis. The sampling technique used was proportionate stratified random sampling, in which the population was divided by directorate and samples were drawn proportionally from each stratum.

Data collection was conducted using a questionnaire based on a 1-to-5 Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). The three instruments used are internationally validated, as shown in Table 3.

Table 3. Operationalization of Research Variables

Variable	Dimension	Number of Item	Instrument Source
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<i>Green Transformational Leadership (X1)</i>	<i>Environmental Idealized Influence Environmental Inspirational Motivation Environmental Intellectual Stimulation Environmental Individualized Consideration</i>	12	(Robertson, 2018)
<i>Green Organizational Culture (X2)</i>	<i>Degree Diffusion Depth</i>	16	(Aggarwal & Agarwala, 2023)
<i>Organizational Citizenship Behavior for the Environment (Y)</i>	<i>Eco-Initiative Eco-Civic Engagement Eco-Helping</i>	10	(Boiral & Paillé, 2012)

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with RStudio 4.5.2 software through two stages of evaluation: outer model evaluation (validity and reliability) and inner model evaluation (hypothesis testing). The measurement model evaluation included convergent validity (factor loadings ≥ 0.70 ; AVE ≥ 0.50), reliability (CR ≥ 0.70 ; Alpha ≥ 0.70), and discriminant validity using the HTMT (< 0.85) and Fornell-Larcker criteria. Structural model evaluation includes path coefficients (β), t-statistic values, and the coefficient of determination (R^2). For additional analysis, R^2 decomposition and effect size (f^2) were performed.

4. Results and Discussions

Respondent Profile

The survey results were collected using proportionate stratified random sampling from 185 respondents. Table 4 shows the respondents' profiles by gender, age, length of service, and work unit.

Table 4. Respondent Profile

Characteristics	Category	Total	Persentase (%)
Gender	Men	86	46.5%
	Women	99	53.5%
Age	< 25 y.o	6	3.2%
	25 – 45 y.o	143	77.3%
	> 45 y.o	36	19.5%
Length of Service	1 – 5 y.o	33	17.9%
	6 – 20 y.o	124	67.0%
	> 20 y.o	28	15.1%
Work Unit	Directorate of Operations and Maintenance	20	10.8%
	Directorate of Business Development	34	18.4%
	Directorate of Finance, Human Resources, and Risk Management	98	53.0%
	Other Units/Divisions	33	17.8%

Source: Primary data, compiled by the author (2026)

Descriptive Analysis

The results of the descriptive analysis show that although employee perceptions generally fall into the high category, there are disparities in performance across dimensions, indicating room for strategic improvement. In the leadership variable (GTL), the Environmental Inspirational Motivation (EIM) dimension recorded the lowest average score (3.926). This

suggests that supervisors have not yet optimally motivated their subordinates regarding the vision for environmental improvement. In the culture variable (GOC), the Diffusion dimension revealed structural barriers with the lowest score (3.941), indicating that pro-environmental values have not yet been evenly disseminated across departments.

Table 5. Descriptive Statistics for Research Variables and Dimensions

Variable	Dimension	Mean	SD	Category
GTL	<i>Environmental Idealized Influence (EII)</i>	3.995	0.878	High
	<i>Environmental Inspirational Motivation (EIM)</i>	3.926	0.971	High
	<i>Environmental Intellectual Stimulation (EIS)</i>	3.93	0.917	High
	<i>Environmental Individualized Consideration (EIC)</i>	3.959	0.944	High
	Total GTL	3.952	0.928	High
GOC	<i>Degree</i>	4.155	0.773	High
	<i>Diffusion</i>	3.941	0.812	High
	<i>Depth</i>	4.097	0.785	High
	Total GOC	4.062	0.795	High
OCBE	<i>Eco-Initiative</i>	4.16	0.8	High
	<i>Eco-Civic Engagement</i>	4.153	0.745	High
	<i>Eco-Helping</i>	4.119	0.848	High
	Total OCBE	4.145	0.793	High

Source: Results of PLS-SEM data analysis (2026)

The Importance-Performance Map Analysis (IPMA) presented in Figure 2 visually illustrates the dimensions that require managerial intervention.



Fig. 2. IPMA Analysis Map

Source: Data Analysis Results (2026)

To understand which dimensions contribute most to OCBE, a dimensional regression analysis was conducted by including all seven dimensions of GTL and GOC as predictors. Of all the dimensions tested, only GOC-Depth was partially significant. Depth measures how deeply environmental values are truly internalized within the organization—not merely as formal

policies, but as the convictions of both management and employees—including how the organization proactively responds to environmental issues.

According to the IPMA (Importance-Performance Map Analysis) chart, the GOC-Depth dimension is in the “Maintain” quadrant, with high importance and already good performance. This means that PJT II is already on the right track, but needs to consistently maintain and deepen the internalization of pro-environmental values. The GTL dimensions (EIC, EII, EIS) are also in the same quadrant, albeit with lower importance. This means that GTL still needs to be managed well, even though its direct impact on OCBE is not dominant.

Validity and Reliability Test Results (Outer Model)

Based on the results of data analysis using the PLS algorithm, all indicators of the GTL, GOC, and OCBE variables were found to be valid and reliable, as presented in Table 5. The measurement model’s validity (convergent validity) was well established, as evidenced by the range of factor loadings for all items, which were above the critical threshold of > 0.70. Further validity evaluations showed that the Average Variance Extracted (AVE) was > 0.50, the HTMT was < 0.85, and the reliability indicators (Cronbach’s Alpha > 0.70 and Composite Reliability > 0.70) for all constructs met the criteria for statistical validity.

Table 6. Evaluation of the Outer Model (Validity and Reliability)

Variable	Range of Factor Loadings	AVE	Cronbach’s Alpha	Composite Reliability	HTMT	Ket.
GTL	0.865 – 0.972	0.801	0.976	0.980	0.801	Valid & Reliable
GOC	0.783 – 0.954	0.795	0.974	0.984	0.565	Valid & Reliable
OCBE	0.852 – 0.956	0.815	0.964	0.978	0.693	Valid & Reliable

Source: Results of PLS-SEM data analysis (2026)

Hypothesis Testing (Inner Model)

Structural model evaluation is used to test the strength and direction of the relationships between variables. In PLS-SEM, hypothesis testing is divided into path testing (partial effects) using bootstrapping and testing the coefficient of determination (R²) for simultaneous effects. Details of the partial hypothesis testing are presented in Table 7 below.

Table 7. Evaluation of Partial Hypothesis Testing (Path Coefficients)

(Partial) Hypothesis	Relationships	β (Original)	SD Bootstrap	T-statistik	p-value	Keputusan
H1	GTL terhadap OCBE	0.069	0.141	0.487	0.400	H1 Rejected
H2	GOC terhadap OCBE	0.636	0.132	4.799	0.000	H2 Accepted

Source: Results of PLS-SEM data analysis (2026)

Based on the test results, the coefficient of determination (R²) was found to be 0.477. This indicates that 47.7% of the variance in the OCBE variable can be explained simultaneously by GTL and GOC, which falls within the category of a structural model with moderate strength. Details of the hypothesis testing are illustrated in Figure 3.

To test H3 (the simultaneous effect of GTL and GOC on OCBE), the PLS-SEM method used the R² statistic. Based on the analysis results, an R² value of 0.477 was obtained.

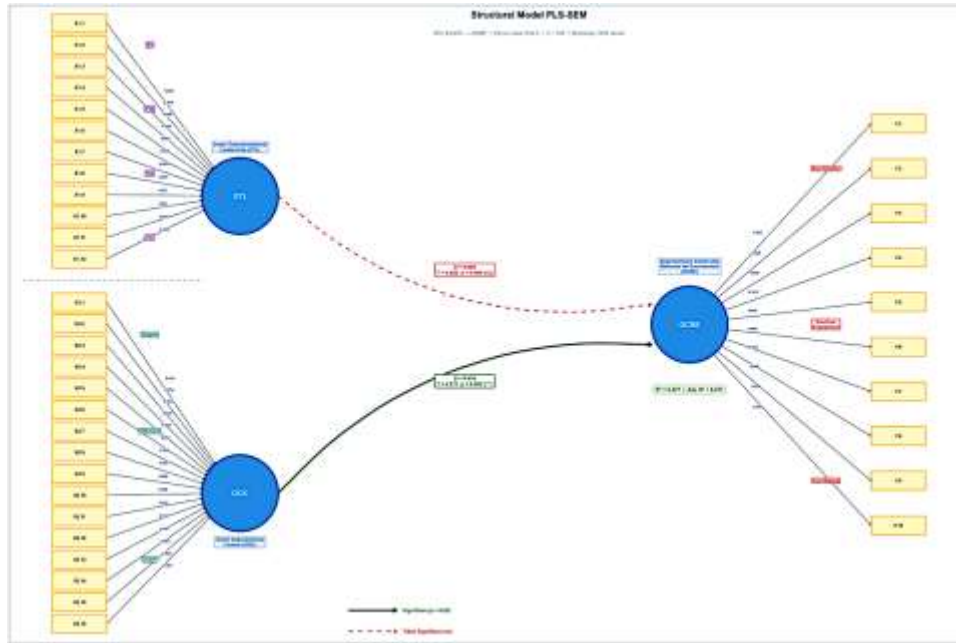


Fig. 3. Results of the PLS-SEM Structural Model (Inner Model) Evaluation
 Source: PLS-SEM Data Analysis Results (2026)

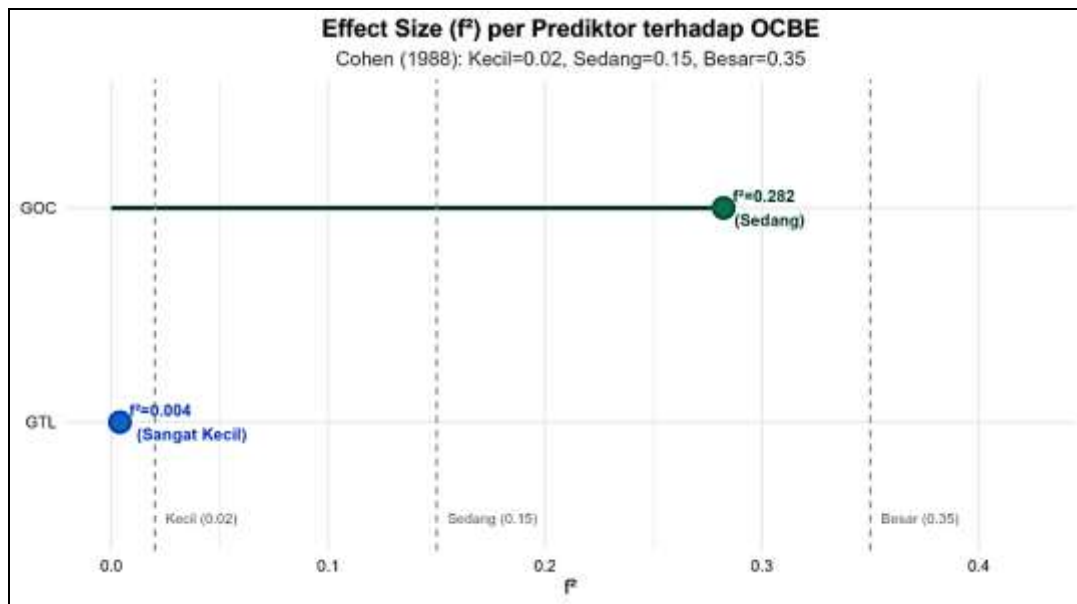


Fig. 4. Graph of the Effect Size (f²) Contribution in the Structural Model
 Source: Data Analysis Results (2026)

This demonstrates that GTL and GOC together (simultaneously) account for 47.7% of the variance in the OCBE variable. Given this moderate explanatory power, it can be concluded that H3 is accepted.

Although the simultaneous effect (H3) was significant, a more in-depth analysis of the effect size parameter (f²), as illustrated in Figure 4, demonstrated the absolute dominance of GOC. The cultural variable (GOC) makes a substantial and unique contribution (f² = 0.282; moderate effect size category), whereas leadership (GTL) contributes only a very small effect (f² = 0.004; very small effect size category).

The finding that top leadership (GTL) plays no significant direct role in OCBE within PJT II is a crucial one. This empirical phenomenon indicates that, within the systemic culture of

state-owned enterprises, the pro-environmental motivation of individual leaders loses its resilience when confronted with the uneven diffusion of work culture. On the other hand, the strong support for H2 proves that Green Organizational Culture (GOC) serves as a key driver for PJT II employees who have internalized the organization's values of solidarity. GOC has proven far more effective at fostering voluntary eco-friendly initiatives (OCBE) because employees perceive such behavior as reflecting the entity's true identity. Pro-environmental leadership at PJT II does not function as a direct creator of OCBE but must be transformed to strengthen the company's deep-rooted environmental culture.

Based on the rationality of statistical data and the IPMA map, the design of Green Human Resource Management (GHRM) based on AMO Theory must be problem-solving (diagnostic) oriented. Gaps in Ability and Motivation resulting from low Inspirational Motivation among leaders need to be addressed through the implementation of centralized Green Recruitment and Green Training initiatives. To close the Opportunity gap caused by the low diffusion of culture across divisions (diffusion gap), PJT II is strongly advised to design a Green Employee Involvement infrastructure and establish ESG-based weightings in the Green Performance Appraisal system. This structural integration is projected not only to autonomously improve OCBE but, ultimately, to boost PJT II's ESG score in the Environmental pillar.

5. Conclusion

Based on the results of the data analysis, it can be concluded that, when analyzed individually, Green Organizational Culture (GOC) has a positive and significant effect on Organizational Citizenship Behavior for the Environment (OCBE), whereas Green Transformational Leadership (GTL) was found to be insignificant. However, when analyzed simultaneously, GTL and GOC together influence OCBE, with the cultural factor (GOC) playing a dominant role.

Theoretically, these findings contribute to the understanding that the role of GTL in shaping OCBE is likely indirect. GTL operates through the formation of GOC, rather than directly altering employee behavior. This adds an important nuance to the literature, which has tended to treat leadership as the primary variable without considering its absorption by contextual factors such as culture.

From a managerial perspective, PJT II's GHRM framework must specifically overhaul the pattern of value diffusion across departments, and investments in building a pro-environmental organizational culture (GOC) will be more effective in promoting OCBE than standalone leadership development programs. Leadership training and development programs should focus on the ability to build and strengthen culture, rather than solely on individual environmental leadership competencies.

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