
The Role of Organizational Citizenship Behaviour in Mediating The Effect of Green Transformational Leadership On Green Performance Pt Anugerah Tirta Samudra

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Abstract

This study aims to test and analyse the direct and indirect effects of Green Transformational Leadership on employee Green Performance through Organizational Citizenship Behavior at PT Anugerah Tirta Samudra (Artamuda). The variables used in this study are Green Transformational Leadership as the independent variable, Organizational Citizenship Behaviour as the intervening variable and Green Performance as the dependent variable. This type of research is explanatory research. The number of samples used in the study were 32 employees of PT Anugerah Tirta Samudra (Artamuda) with the sampling technique used, namely saturated sampling, where all members of the population were used as research samples. The data analysis technique used is using path analysis using SmartPLS. The results show that Green Transformational Leadership both directly and indirectly through Organizational Citizenship Behaviour has a significant and positive influence on the Green Performance of employees of PT Anugerah Tirta Samudra (Artamuda).

Keywords: *Green Transformasional Leadership, Organizational Citizenship Behavior, Green Performance.*

INTRODUCTION

The company can be said to be successful if it can effectively and efficiently use existing resources, especially existing employees optimally and professionally. For this reason, existing human resources need to be managed properly and correctly, because the success of company management is determined by the quality of employee performance. PT Anugerah Tirta Samudra (Artamuda) is an international ship agency with a proven track record in terms of service quality. Artamuda manages more than 800 shipping jobs annually. In addition, the impact of environmental damage has serious implications on environmental sustainability, so the company is committed to taking action and implementing practices that support environmental preservation and protection. Governments are also taking part in this endeavour through the G20 Summit, especially in addressing the issue of climate change which is a major concern (Mansyur *et al.*, 2023). Therefore, the

human resource factor gets serious attention from the company. Performance is a description of the level of achievement of the implementation of a programme of activities or policies in realising the goals, objectives, vision and mission of the company as outlined through the strategic planning of a company. With continuous coaching and direction, employees are expected to have optimal performance.

In order to carry out all its activities, PT Anugerah Tirta Samudra (Artamuda), which has established a strong foothold in the local shipping and logistics industry through our partnership with two long-established alliances, PT Bahari Sandi Pratama and PT Sapta Prima Perkasa, must implement Green Performance employee practices supported by the availability of reliable and professional human resources in their fields. Human resources are basically the source of ideas, so all business activities are driven and influenced by them (Suko, 2024).

Green performance is one of the four aspects that are closely related to the environment. With green performance management, every employee's efforts should be focussed on achieving strategic goals. Green performance management refers to a systematic process by which companies set green goals for employees and teams to achieve, regularly evaluate the achievement of those goals, and use various management strategies to help employees and teams achieve those goals effectively and efficiently (Wayne & Joseph dalam Riyanto & Pancasakti, 2021). Therefore, good performance management is needed by the company in determining goals, progress values and providing feedback to employees to improve their performance (Kusmaningtyas & Mujanah, 2024). Green performance is a key factor in maintaining organisational consistency to face competition with similar organisations. To improve Green performance, qualified and competent human resources are needed, especially in retaining customers, organisations can be supported by having employees with high performance levels (Utami & Mujanah, 2023).

The dynamics of the fluctuation of work productivity at PT Anugerah Tirta Samudra (Artamuda) is caused by the amount of incoming work, if employee performance is careless or even unable to balance the existing workload, so that it will result in decreased employee performance because they feel burdened at work. Therefore, Organizational Citizenship Behavior (OCB) or organisational citizenship behaviour needs more attention in improving Green performance.

The importance of environmental management has resulted in companies implementing environmentally friendly human resource management practices to improve organisational citizenship behaviour towards the environment. Organisational citizenship behaviour reflects patterns of behaviour at the individual level that can be translated into work outcomes for individuals and organisations. Organisational citizenship behaviour towards the environment can significantly improve performance (Hermanto & Srimulyani, 2022; Tajdar *et al.*, 2023; Satriawan *et al.*, 2023; Febriani & Irawati, 2023; Chang *et al.*, 2019). However, there are also different research results which state that Organizational Citizenship Behaviour has a negative and insignificant effect on performance (Faiza & Suhardi, 2022; Lukito, 2020). In order to improve Green performance, continuous efforts are

needed to improve employee performance in accordance with current developments, such as technological developments and knowledge insights relevant to their work. Therefore, the success of Green performance in completing work is largely determined by an increase in Organizational Citizenship Behaviour.

The success of the company in achieving its goals also cannot be separated from the role of its leaders. Leadership is one of the most important factors in providing direction to subordinates, especially at this time everything is open, so the leader needed is a leader who is able to empower his employees. The right leadership style can also be an important role for employees to achieve more. In the world of work, a person can work well if he gets a good work influence from a leader (Thoha, 2017).

Leadership has an important role in the company (Tian *et al.*, 2023). Because the leadership applied can affect the success or failure of the company in achieving its goals. A leader is not merely an object in achieving goals, but also a subject or actor. Leadership is a key factor in the running of the organisation. Therefore, through the mobilisation of various resources arranged by the leadership, it can improve employee performance and thus achieve organisational goals (Cortés-Denia *et al.*, 2023). To achieve good performance, companies need to develop good leadership (Ferine *et al.*, 2021). Green transformational leadership is defined as the behaviour of leaders who motivate their followers to do so to achieve environmental goals and inspire their followers to work beyond the expected level of environmental performance (Chan and Chen in Chen *et al.*, 2014). Green transformational leadership is important and also as a determinant in improving green performance (Chen *et al.*, 2014). Green transformational leadership has a significant influence on green performance (Zafar *et al.*, 2017; Chen *et al.*, 2014; Sobaih *et al.*, 2022; Arshad, 2021; Gustiah & Nurhayati, 2022; Bano *et al.*, 2022; Ding *et al.*, 2023). However, there are also different research results which state that Green transformational leadership has an insignificant effect on performance (Lutfi, 2018).

Apart from having an effect on green performance, green transformational leadership also has a significant effect on Organizational Citizenship Behaviour (Alameri & Alrajawy, 2020; Widisatria & Nawangsari, 2021). However, there are different research results, where green transformational leadership statistically has no effect on pro-environmental OCB behaviour (Prasetyo & Budiati, 2024). According to Bass & Steidlmeier in (Alameri & Alrajawy, 2020) Green transformational leadership leaders have the ability to transform the attitudes and beliefs of their followers, inspiring them to make parallel adjustments between organisations in their own interests. Transformational leaders facilitate understanding of situations by raising awareness (Subramony *et al.*, 2018). As a result, employees' excitement and drive to carry out their duties will increase and realise the common goals of the organisation that need to be achieved more clearly so that Organizational Citizenship Behavior is formed in employees.

Based on the above background and analysis of research gaps found in the influence of Green Transformational Leadership on Green Performance through Organizational Citizenship Behavior, the authors are interested in conducting

research with the title ‘The Role of Organizational Citizenship Behavior in Mediating the Effect of Green Transformational Leadership on Green Performance at PT Anugerah Tirta Samudra.

THEORETICAL REVIEW

Green Performance

Performance is a level of efficiency and effectiveness and innovation in achieving goals by management and divisions within the organisation (Robbins & Judge, 2018). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2020). Performance is a pattern of actions taken to achieve goals measured by comparison with various standards (Dessler, 2017). Green performance management practices aim to reward employees' environmental performance, and motivate them to engage and contribute to the company's environmental activities. In fact, environment-based feedback from supervisors/managers helps improve employees' knowledge, skills and abilities, which can increase their motivation to engage in environmental responsibilities. Assessing employees' environmental activities helps to partially improve their green capabilities, knowledge and skills, which further helps them to be more actively involved in environmental projects (Aniqoh *et al.*, 2022). Green performance is defined as the positive consequences of green initiatives on the natural environment inside and outside the company. It is measured by some of the eight KPIs developed by Newsweek and the Eco-Management variables. Green performance includes Energy Productivity, Carbon Productivity, Water Productivity, Waste Productivity and Green Reputation (Chen *et al.*, 2018).

There are several green performance indicators that can be grouped into several criteria (Ningrat, 2022), namely: 1) air pollution management, 2) solid waste pollution management, 3) liquid waste pollution management, 4) air pollution management, 5) marine habitat protection, 6) port staff training management, and 7) promotion of the ‘green’ port concept.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is part of the science of organisational behaviour. The personality basis for OCB reflects the characteristics of employees who are cooperative, helpful caring and conscientious. While the attitudinal basis identifies that employees engage in OCB to reciprocate organisational actions (Luthans, 2018). Robbins & Judge (2017) define OCB as the behaviour of freedom to choose behaviour that is not part of an employee's formal obligations and is not regulated by a formal reward system but supports organizational goals effectively. So it can be concluded that OCB is an individual behaviour that is not directly or explicitly recognisable in a formal work system, and which in aggregate is able to increase the effectiveness of organisational functions.

Organ in Saepudin & Djati (2019) identified 5 indicators in measuring OCB, namely:

- 1) Altruism
The behaviour of helping colleagues who are experiencing difficulties in the situation being faced regarding company tasks and personal problems. This aspect provides help that is not the responsibility of the main task.
- 2) Conscientiousness
Behaviour that shows more effort in carrying out work in an organised, responsible, and diligent manner in completing tasks and obligations.
- 3) Sportsmanship
Behaviour with a sense of fairness and can respect others.
- 4) Courtesy
Behave well to maintain good relationships with colleagues to avoid personal problems, and tend to show caring behaviour for others.
- 5) Civic Virtue
Behaviours that dedicate themselves to corporate responsibilities such as following changes in the organisation, taking the initiative to recommend a change for the efficiency and progress of the company

Green Transformasional Leadership

Leadership is the ability to influence a group towards the achievement of a goal. The definition of leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture (Robbins & Judge, 2018). According to Robertson and Barling (2013), pro-environmental transformational leadership is defined as “a manifestation of transformational leadership, where the content of leadership behavior is focused on encouraging environmental initiatives”. A transformational leader who has green values, then he will influence the green behavior of his subordinates, where he will motivate subordinates to overcome obstacles by paying more attention to things that benefit the organizational environment, thinking about sustainable organizational development, and solving environmental problems in a more innovative way. In addition, it also increases subordinates' concerns about environmental issues by building good relationships with them and then increasing their subordinates' green values.

According to Robertson and Barling (2017) environmentally specific transformational leaders use four dimensions of transformational behavior, namely green idealized influence which means acting as an environmental role model (idealized influence), green inspirational motivation which means inspiring followers to engage in environmentally responsible behavior (inspirational motivation), green intellectual stimulation which means encouraging employees to think about environmental problems in new ways and creative ideas, green individualized consideration which means building close relationships with employees to influence their environmental performance (individualized consideration).

Relationship Between Variables

Green Transformational Leadership (GTL) plays a key role in motivating employees to demonstrate sustainable Organizational Citizenship Behavior (OCB). Effective GTL can inspire employees to actively participate in environmental initiatives, such as saving energy, reducing waste, or adopting other environmentally friendly practices. GTL that emphasizes green values and sets a positive example can shape an organizational culture that promotes OCB. From this explanation, the first hypothesis in this study can be obtained, namely:

H1: It is suspected that Green Transformational Leadership has a significant influence on Organizational Citizenship Behavior

GTL also has a direct impact on Green Performance in organizations. By providing clear and inspiring direction, and supporting green initiatives, GTL can increase employee awareness of the importance of sustainable practices. This can lead to improved green performance, such as energy savings, waste reduction, or increased efficiency in resource use. From this explanation, the second hypothesis in this study can be obtained, namely:

H2: it is suspected that Green Transformational Leadership has a significant influence on Green Performance

OCB can also contribute significantly to green performance. Employees who are active in OCB tend to be more involved in sustainable practices in the workplace, even without external encouragement. They may be more concerned about the environment, more attentive to the impact of their activities and more likely to take the initiative in reducing the organization's environmental footprint. From this explanation, the third hypothesis in this study can be obtained, namely:

H3: It is suspected that Organizational Citizenship Behavior has a significant influence on Green Performance

Studies show that OCB can act as a mediator between GTL and Green Performance. That is, effective GTL can influence employee OCB, which in turn improves the organization's Green Performance. This shows the importance of understanding how GTL can stimulate OCB that supports sustainable practices and, in turn, improves organizational green performance. From this explanation, the fourth hypothesis in this study can be obtained, namely:

H4: it is suspected that Organizational Citizenship Behavior mediates the relationship between Green Transformational Leadership and Green Performance.

METHOD

This type of research is explanatory research, exploratory is research that is used to obtain data from a particular place, but researchers do treatment in data collection, for example using questionnaires, tests, interviews and so on (J. W. Creswell, 2018). The approach in this study is quantitative, this method is a scientific or empirical method, objective, measurable, rational, and systematic (J. W. Creswell, 2018).

The population in this study were 32 employees of PT Anugerah Tirta Samudra (Artamuda). The sample in this study were all employees of PT Anugerah

Tirta Samudra (Artamuda) with a total sampling technique or using the census sampling method so that the entire population was used as a research sample (J. W. Creswell, 2018).

The data needed in this study comes from respondents where the data is obtained through distributing questionnaires to employees and literature studies. This study uses a data analysis method using SmartPLS 3 software which is run on a computer media.

RESULTS AND DISCUSSION (Capital, 12 pts, bold)

Measurement model analysis (outer model) using Construct reliability and validity with good construct reliability and validity criteria according to Juliandi (2018) can be seen from *Cronbach Alpha*: > 0.7 and *Rho_A*: > 0.7 , Composite Reliability: > 0.6 and Average Variance Extracted (AVE): > 0 , with a loading factor value of 0.50 to 0.60 is considered sufficient. The results of the Construct Reliability analysis in this study can be seen in the following table:

Table 1. Results of Construct Reliability Analysis

Variabel	<i>Cronbach's rho_A Alpha</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
<i>Green Performance</i>	0.913	0.920	0.933
<i>Green Transformasional Leadership</i>	0.870	0.876	0.912
<i>Organizational Citizenship Behavior</i>	0.905	0.906	0.930
			0.727

Source: Data analysis results (2025)

From table 1, it shows that the values have all met the requirements, namely *Cronbach Alpha*: > 0.7 , *Rho_A*: > 0.7 , Composite Reliability: > 0.6 , and AVE > 0.5 , meaning that the Green Performance (Y), Organizational Citizenship Behavior (Z), and Green Transformational Leadership (X) variables already have good constructs. Then to find out the loading factor value in this study can be seen in the following table:

Table 2. Loading Factor Value

	<i>Green Performance</i>	<i>Green Transformasional Leadership</i>	<i>Organizational Citizenship Behavior</i>
X1		0.891	
X2		0.720	
X3		0.913	
X4		0.866	
Y1	0.852		
Y2	0.807		
Y3	0.903		
Y4	0.710		
Y5	0.839		
Y6	0.891		

Z1	0.905
Z2	0.783
Z3	0.860
Z4	0.808
Z5	0.900

Source: Data analysis results (2025)

Based on the data table above, all statement items both on the variable Green Performance, Green Transformational Leadership, and Organizational Citizenship Behavior, all have a value of more than 0.70 so that all statements can be declared valid.

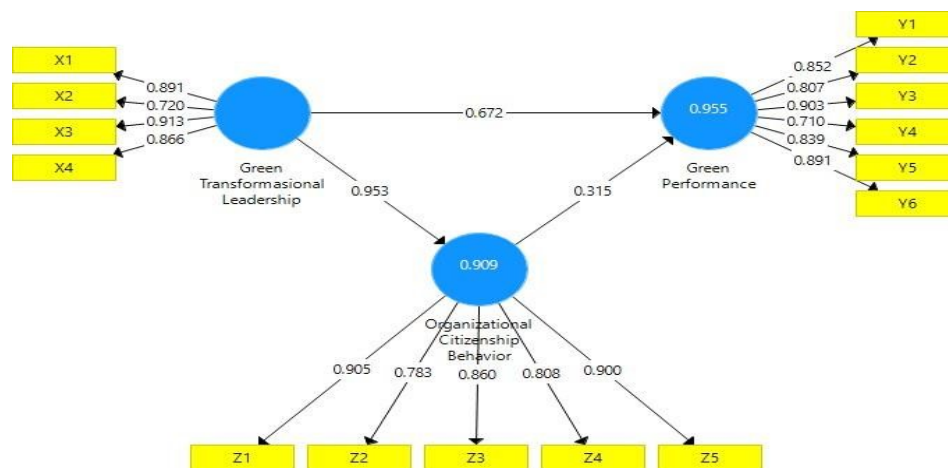


Figure 1. Results of PLS Algorithm Analysis

Source: Results of data analysis (2025)

Furthermore, hypothesis testing was carried out in this study by looking at the t-values on each path. The calculated t-value is obtained from the results of data processing using a procedure called bootstrap, SmartPLS version 3.0 can produce t-statistics of path coefficients (inner model) and t-statistics of outer loadings to test the significance of the structural model and measurement model. Using a 5% significance level, the path coefficient will be said to be significant if the significance value of the variable is less than 0.05 and is said to be insignificant if the significance value of the variable is more than 0.05.

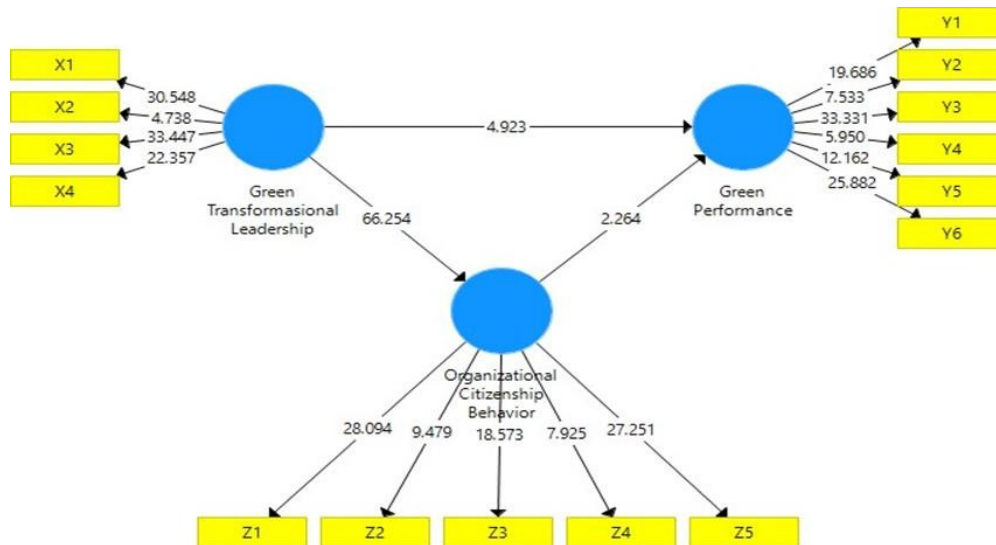


Figure 2. Output of Hypothesis Testing Model
Source: Results of data analysis (2025)

To test the proposed research hypothesis, it can be seen from the magnitude of the p-value. If the $p\text{-value} \leq 0.05$, then the variable relationship is significant (positive effect). The results of the estimation of path coefficients to test the strength of the influence between variables and explain the firmness of the relationship between variables can be seen in the following table:

Table 3. Path Coefficients Estimation Results

	Original Sample	Sample Mean	Standard Deviation	t Statistics	p Values
Green Transformasional Leadership -> Organizational Citizenship Behavior	0.953	0.956	0.014	66.254	0.000
Green Transformasional Leadership -> Green Performance	0.672	0.683	0.137	4.923	0.000
Organizational Citizenship Behavior -> Green Performance	0.315	0.305	0.139	2.264	0.024
Green Transformasional Leadership -> Organizational Citizenship Behavior -> Green Performance	0.300	0.291	0.133	2.267	0.024

Source: Results of data analysis (2025)

From **Table 3.** it can be seen that statistical testing of each hypothesized relationship is carried out using simulation with PLS. In this case, the bootstrap

method is carried out, testing with bootstrap is intended to minimize the problem of research data abnormalities.

The results of testing the first hypothesis show that the effect of Green Transformational Leadership on Organizational Citizenship Behavior at PT Anugerah Tirta Samudra (Artamuda) shows a path coefficient value of 0.953 and a t-statistic value of 66.254 with a p-value of 0.000. The p-value is smaller than 0.05. These results indicate that Green Transformational Leadership has a significant and positive influence on Organizational Citizenship Behavior at PT Anugerah Tirta Samudra (Artamuda), which means that the first hypothesis can be accepted.

The results of testing the second hypothesis show that the effect of Green Transformational Leadership directly on Green Performance of PT Anugerah Tirta Samudra (Artamuda) employees shows a path coefficient value of 0.672 and a t-statistic value of 4.923 with a p-value of 0.000. The p-value is smaller than 0.05. These results indicate that Green Transformational Leadership directly has a significant and positive influence on the Green Performance of PT Anugerah Tirta Samudra (Artamuda) employees, which means that the second hypothesis can be accepted.

The results of testing the third hypothesis show that the effect of Organizational Citizenship Behavior on Green Performance of the Government of PT Anugerah Tirta Samudra (Artamuda) shows a path coefficient value of 0.315 and a t-statistic value of 2.264 with a p-value of 0.024. The p-value is smaller than 0.05. These results indicate that Organizational Citizenship Behavior has a significant and positive influence on the Green Performance of PT Anugerah Tirta Samudra (Artamuda), which means that the third hypothesis can be accepted.

The results of testing the fourth hypothesis show that the effect of Green Transformational Leadership on Green Performance through Organizational Citizenship Behavior at PT Anugerah Tirta Samudra (Artamuda) shows a path coefficient value of 0.300 and a t-statistic value of 2.267 with a p-value of 0.024. The p-value is smaller than 0.05. These results indicate that Green Transformational Leadership has a significant and positive influence on Green Performance through Organizational Citizenship Behavior at PT Anugerah Tirta Samudra (Artamuda), which means that the fourth hypothesis can be accepted.

Green Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior of employees at PT Anugerah Tirta Samudra (Artamuda). Thus, if Green Transformational Leadership is increased, the Organizational Citizenship Behavior of employees at PT Anugerah Tirta Samudra (Artamuda) will also increase significantly. Vice versa, if Green Transformational Leadership decreases, the Organizational Citizenship Behavior of employees at PT Anugerah Tirta Samudra (Artamuda) will also decrease significantly. Effective leaders are able to provide clear vision, direction, and motivation to employees and can encourage open and effective communication between leaders and employees. This encourages employees to work with more enthusiasm and direction and makes employees feel valued and listened to, thus increasing their Organizational Citizenship Behavior. In addition, Green transformational leadership increases environmental awareness, which in turn encourages employees to perform civic

behavior for the environment. By increasing employees' environmental concerns, companies can create an environmentally friendly and sustainable organizational culture. The results of this study proved to support research stating that Green transformational leadership has a significant influence on green performance (Zafar *et al.*, 2017; Chen *et al.*, 2014; Sobaih *et al.*, 2022; Arshad, 2021; Gustiah & Nurhayati, 2022; Bano *et al.*, 2022; Ding *et al.*, 2023).

Green Transformational Leadership has a significant positive effect on employee Green Performance at PT Anugerah Tirta Samudra (Artamuda). If Green Transformational Leadership is increased, the Green Performance of employees at PT Anugerah Tirta Samudra (Artamuda) will also increase significantly. Vice versa, if Green Transformational Leadership decreases, the Green Performance of employees at PT Anugerah Tirta Samudra (Artamuda) will also decrease significantly. Leaders who pay attention to and support the development of employee potential show concern for their professional development. Development of employee potential to encourage them to have the enthusiasm to get the job done so that employee Green Performance can increase. The results of this study proved to support research that Green transformational leadership has a significant influence on green performance (Zafar *et al.*, 2017; Chen *et al.*, 2014; Sobaih *et al.*, 2022; Arshad, 2021; Gustiah & Nurhayati, 2022; Bano *et al.*, 2022; Ding *et al.*, 2023; Prastiwi & Mujanah, 2023; Mahargi Rizki Hutomo *et al.*, 2023).

The results of hypothesis testing show that Organizational Citizenship Behavior has a significant positive effect on Green Performance at PT Anugerah Tirta Samudra (Artamuda). If Organizational Citizenship Behavior is increased, the Green Performance of employees at PT Anugerah Tirta Samudra (Artamuda) will also increase significantly. Vice versa, if Organizational Citizenship Behavior decreases, the Green Performance of employees at PT Anugerah Tirta Samudra (Artamuda) will also decrease significantly. Employees with high OCB will increase their productivity and success in an organization. OCB is related to the manifestation of an employee as a social being, employees who have OCB will control their own behavior so that they are able to choose the best behavior for the benefit of the organization. The results of this study are proven to support research which states that Organizational Citizenship Behavior can significantly improve performance (Hermanto & Srimulyani, 2022; Tajdar *et al.*, 2023; Satriawan *et al.*, 2023; Febriani & Irawati, 2023; Chang *et al.*, 2019).

The results of hypothesis testing show that Green Transformational Leadership has a significant positive effect on Green Performance through Organizational Citizenship Behavior of employees at PT Anugerah Tirta Samudra (Artamuda). If Green Transformational Leadership increases, the Organizational Citizenship Behavior of employees will also increase significantly, as well as the Green Performance of employees at PT Anugerah Tirta Samudra (Artamuda) which will increase significantly. Conversely, if Green Transformational Leadership decreases, employee Organizational Citizenship Behavior will also decrease significantly, as well as employee Green Performance at PT Anugerah Tirta Samudra (Artamuda) which will decrease significantly. Thus, effective Green Transformational Leadership can affect the Green Performance of the organization

through increasing employee Organizational Citizenship Behavior. When employees have good behavior and have good relationships with leaders, they tend to be more motivated, perform better, and contribute to the overall success of the organization. The results of this study are shown to support research which states that Green Transformational Leadership has a significant positive effect on Green Performance through Organizational Citizenship Behavior (Jiang *et al.*, 2017; Alameri & Alrajawy, 2020).

CONCLUSION (Capital, 12 pts, bold)

Based on the data obtained and analyzed, it can be concluded that Green Transformational Leadership both directly and indirectly through Organizational Citizenship Behavior has a significant and positive influence on the Green Performance of employees of PT Anugerah Tirta Samudra (Artamuda).

Some suggestions that can be put forward as considerations for companies and further research include the need to periodically evaluate employee perceptions related to Organizational Citizenship Behavior and employee Green Performance to find out whether these conditions are in accordance with organizational perceptions related to Green Transformational Leadership and employee organizational justice itself or something still needs to be improved and added to improve employee Organizational Citizenship Behavior which will ultimately affect the employee's Green Performance.

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