



## The Influence of Green Self-Efficacy, Employee Engagement, Organizational Commitment, and Work-Life Balance on Sustainable Job Satisfaction with Green Organizational Culture as a Mediating Variable at ADR Group of Companies

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### ABSTRACT

Amid the dynamics of globalization and the intensifying competition across various business sectors, sustainable job satisfaction has become a fundamental determinant of organizational success. Furthermore, Green Organizational Culture is considered a mediating factor in the relationship between Green Self-Efficacy, Employee Engagement, and Organizational Commitment with Sustainable Job Satisfaction. This study employed a quantitative approach using the Two Stage Approach. Data were collected from 334 employees of ADR Group of Companies, selected from a total population of 2,000 using the Slovin formula with a 5% margin of error and simple stratified random sampling techniques. The results showed that Green Self-Efficacy has a positive and significant effect on both Sustainable Job Satisfaction and Employee Engagement. Employee Engagement was also found to have a positive and significant impact on Sustainable Job Satisfaction. Green Organizational Culture demonstrated a positive and significant relationship with Sustainable Job Satisfaction. The study also highlighted the mediating role of Employee Engagement and Green Organizational Culture. Employee Engagement positively and significantly mediated the effect between Green Self-Efficacy and Sustainable Job Satisfaction. However, Green Organizational Culture did not mediate the effect of Green Self-Efficacy and Employee Engagement on Sustainable Job Satisfaction.

## **INTRODUCTION**

The Industrial Revolution has brought profound changes across industries, with the automotive sector being among the most heavily impacted, as its negative consequences often outweigh the positive ones. ADR Group of Companies, an established player in the automotive industry, faces similar challenges in adapting to the evolving industrial landscape. One of the most critical issues confronting the organization is how its human resources can effectively manage new characteristics related to employee engagement. In the era of globalization and fierce business competition, organizations are increasingly pressured to foster sustainable job satisfaction that enhances both productivity and employee well-being. A recent survey by the National Bureau of Statistics revealed that 73% of employees do not experience job satisfaction, underscoring the urgency of this issue. Sustainable job satisfaction depends largely on how well employees' work environments align with their personal preferences, values, and expectations (Urbanaviciute et al., 2021). Recognizing this, ADR Group of Companies has undertaken various strategic initiatives and innovations to strengthen employee engagement and promote long-term job satisfaction as a key response to the rapid transformations of the industrial revolution. These practices demonstrate alignment with SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action), positioning corporate projects as contributors to global sustainability agendas.

Given these dynamics, this study seeks to analyze the interrelationships between Green Self-Efficacy (GSE), Employee Engagement (EE), Organizational Commitment (OC), Work-Life Balance (WLB), Sustainable Job Satisfaction (SJS), and Green Organizational Culture (GOC). Specifically, the research aims to: (1) The increasing trend in employee turnover ratio and the job satisfaction ratio remaining below the target from 2020 to 2024 indicate that the level of job satisfaction fostered by the company among its employees is still low. (2) The implementation of green self-efficacy practices, employee engagement practices, and organizational commitment practices has not yet been fully optimized, as shown by the preliminary survey results indicating that some employees feel the company has not yet established a good relationship with them. (3) The implementation of work-life balance within the company is still suboptimal, as evidenced by the preliminary survey results showing that some employees still feel exhausted due to their workload and that their personal lives are being disrupted by their jobs. (4) Job satisfaction has not been fully experienced by all employees, as the survey results reveal that some employees still feel dissatisfied in performing their work. (5) The implementation of a green organizational culture within the company is still not optimal, as reflected in the preliminary survey results showing a low level of corporate dedication to pro-environmental actions.

## LITERATURE REVIEW AND RESEARCH FRAMEWORK

### Literature Gap

Although numerous studies have examined traditional determinants of job satisfaction, such as leadership, compensation, and work environment (Robbins & Judge, 2015), fewer have investigated how green-related psychological and organizational constructs affect sustainable job satisfaction. Green Self-Efficacy, Employee Engagement, Organizational Commitment, Work-Life Balance, and Green Organizational Culture represent dimensions that are highly relevant in today's sustainability-driven workplace. However, empirical evidence regarding their interplay and contribution to sustainable job satisfaction remains limited, particularly in emerging economies such as Indonesia, where sustainability adoption is still in progress (Afsar & Umrani, 2020).

### Research Contributions

This study contributes to the literature in three ways. First, the results of this study are expected to serve as valuable input for evaluating and improving sustainable job satisfaction within the company. They can be used as a source of information to support future organizational development and to enhance the practical aspects of employee management. Second, this research is expected to provide new insights into human resource management, particularly in relation to Green Self-Efficacy, Work-Life Balance, Organizational Commitment, Sustainable Job Satisfaction, and Green Organizational Culture. Furthermore, it offers valuable implications for practitioners in the fields of Human Resource Management, Psychology, and Organizational Services. Third, this study enhances the researcher's knowledge and practical research experience, allowing this scientific work to serve as a reference for future studies and further academic exploration.

## METHOD

This study applied a quantitative research design with explanatory approach to examine the influence of Green Self-Efficacy (GSE), Employee Engagement (EE), Organizational Commitment (OC), Work-Life Balance (WLB), Sustainable Job Satisfaction (SJS), Green Organizational Culture (GOC). The analysis is conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) with a Two-Stage Approach method. This approach was chosen to examine the causal relationships between the variables under investigation, which is suitable for second-order construct and complex reflective-formative models (Hair et al., 2022).

## RESULT AND DISCUSSION

### Respondent Characteristics

Table 1 presents the demographic profile of respondents. The majority were male (74.6%), aged 24–30 years (46.7%), and held a Bachelor's degree (59.0%). Most respondents had 5–8 years of tenure (23.1%), and job levels were evenly distributed across Staff, Subsection, Section, and Department.

**Table 1. Characteristics of Respondents**

Characteristics	Category	Internal (n)	Total (n)	Percentage (%)
Gender	Male	249	334	74.6
	Female	85		25.4
Age (Years)	17-23	5		1.5
	24-30	156		46.7
	31-37	69		20.7
	38-44	51		15.3
	45-51	37		11.1
	>51	16		4.8
Education	Senior High School	49		14.7
	Diploma	59		17.7
	Bachelor (S1)	197		59.0
	Master/Doctoral (S2/S3)	29		8.7
Work Tenure	1-2 years	55		16.5
	<2-5 years	70		21.0
	<5-8 years	77		23.1
	<8-10 years	57		17.1
	≥10 years	75		22.5
Job Level	Staff	85		25.4
	Subsection	82		24.6
	Section	82		24.6
	Department	85	25.4	
Total Average				100

Source: Data processed by the researcher, 2025

**Table 2. Respondents Perceptions per Variable**

Variable	Mean (Average)	% Agree + Strongly Agree (Average)
Green Self-Efficacy (GSE)	3.34	44.39%
Employee Engagement (EE)	3.31	42.66%
Organizational Commitment (OC)	3.37	44.31%
Work-Life Balance (WLB)	3.32	42.51%
Sustainable Job Satisfaction (SJS)	3.38	45.33%
Green Organizational Culture (GOC)	3.34	43.81%

Source: Data processed by the researcher, 2025

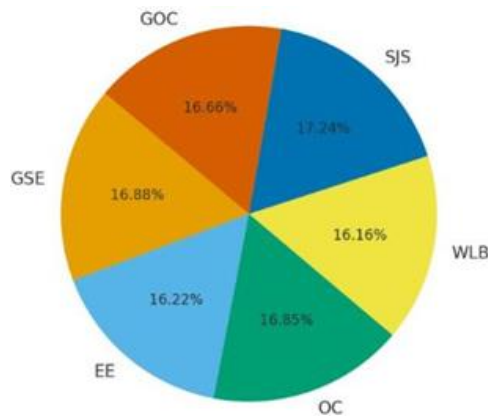


Figure 1. Distribution of Average Scores per Variable

Source: Data processed by the researcher, 2025

### Measurement Model

The next stage of the analysis involved testing the measurement model to ensure the validity and reliability of each construct. According to Hair et al. (2022), Convergent validity was assessed using the Average Variance Extracted (AVE) and outer loadings. An AVE value above 0.50 indicates that a construct explains more than half of the variance in its indicators, while outer loading values above 0.70 are considered ideal for confirming indicator reliability. Furthermore, reliability testing was conducted using Cronbach's Alpha and Composite Reliability (CR). Both metrics evaluate the internal consistency of the indicators, with values exceeding 0.70 considered acceptable for confirming that the indicators reliably measure their respective constructs.

**Table 3. Validity and Reliability - First Order**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
GSE.EC	0,838	0,842	0,925	0,861
GSE.EGA	0,800	0,812	0,909	0,833
GSE.EPS	0,794	0,795	0,907	0,829
GSE.ETC	0,754	0,758	0,890	0,802
EE.TW	0,894	0,896	0,926	0,759
EE.BN	0,768	0,770	0,896	0,811
EE.GR	0,901	0,903	0,931	0,771
EE.IC	0,807	0,808	0,912	0,838
OC.AC	0,778	0,779	0,900	0,818
OC.CC	0,783	0,783	0,902	0,822
OC.EL	0,807	0,809	0,912	0,838
OC.EP	0,845	0,846	0,928	0,865
OC.NC	0,836	0,837	0,924	0,859
WLB.PIW	0,760	0,779	0,892	0,805
WLB.PLEW	0,733	0,733	0,882	0,789
WLB.WEP	0,856	0,856	0,933	0,874
WLB.WIP	0,805	0,808	0,911	0,837
GOC.DEG	0,915	0,917	0,934	0,704
GOC.DEP	0,944	0,944	0,952	0,690
GOC.DIF	0,914	0,915	0,933	0,700
SJS.DW	0,746	0,746	0,887	0,797
SJS.PC	0,791	0,791	0,905	0,827
SJS.PO	0,800	0,806	0,909	0,833
SJS.SW	0,810	0,812	0,913	0,840
SJS.WE	0,761	0,767	0,893	0,807

Source: Data processed by the researcher, 2025

Based on Table 3, all constructs and their dimensions satisfy the reliability and convergent validity requirements under PLS-SEM guidelines. Most constructs show Cronbach's Alpha values above 0.70, reflecting strong internal consistency. Likewise, the Composite Reliability ( $\rho_a$  and  $\rho_c$ ) values surpass the recommended threshold of 0.70, confirming that the indicators consistently measure their intended constructs. Furthermore, the Average Variance Extracted (AVE) values are greater than 0.50, indicating that each construct explains more

variance than is attributed to measurement error. Collectively, these findings provide robust evidence of convergent validity, demonstrating that the indicators effectively capture their underlying constructs.

The first-order measurement model thus meets the validity and reliability criteria according to PLS-SEM standards (Hair et al., 2022). Indicator reliability is established with loadings ranging from 0.782 to 0.936, with the lowest value (0.782) considered acceptable. Convergent validity is supported by AVE values between 0.690 and 0.874, while composite reliability (0.882–0.952) and Cronbach’s Alpha (0.733–0.944) confirm solid internal consistency. Moreover, discriminant validity, verified through the Fornell–Larcker criterion, is achieved as the square roots of AVE exceed inter-construct correlations. Altogether, these results affirm that the measurement model is robust and appropriate for further structural analysis.

**Table 4. Interpretation of Outer Model Test Result- First Order**

Testing Aspect	Ideal Criteria (Hair, 2022)	Research Findings	Conclusion
Indicator Reliability (Outer Loading)	Loading $\geq$ 0.70	Range: 0.782 – 0.936; highest: 0.936 (WLB.WEP 2); lowest: 0.782 (GOC.DEP 4)	Fulfilled (all loadings $\geq$ 0.782)
Convergent Validity (AVE)	AVE $\geq$ 0.50	Range: 0.690 – 0.874; highest: 0.874 (WLB.WEP); lowest: 0.690 (GOC.DEP)	Fulfilled
Composite Reliability (CR/ $\rho_c$ / $\rho_a$ )	0.70 $\leq$ CR $\leq$ 0.95 (good)	Range: 0.882 – 0.952; highest: 0.952 (GOC.DEP); lowest: 0.882 (WLB.PLEW)	Very Good (note: CR > 0.95 indicates potential redundancy)
Internal Consistency (Cronbach’s $\alpha$ )	$\alpha \geq$ 0.70	Range: 0.733 – 0.944; highest: 0.944 (GOC.DEP); lowest: 0.733 (WLB.PLEW)	Strong
Discriminant Validity (Fornell-Larcker)	$\sqrt{AVE} \geq$ inter-construct correlations	Range of correlations across dimensions: 0.007 – 0.601; all $\sqrt{AVE}$ values > highest related construct correlation (lowest margin = 0.229)	Fulfilled

Sources: Data Analyzed by the researcher, 2025

Overall, the findings confirm that the measurement model meets the standards of indicator reliability, convergent validity, composite reliability, internal consistency, and discriminant validity, thereby ensuring the constructs are suitable for further structural analysis. The subsequent step involves testing for multicollinearity, as excessive multicollinearity can mask the distinct contribution of each dimension to its higher-order construct, potentially resulting in biased estimates and misinterpretation. Hair et al. (2021) emphasize that the Variance Inflation Factor (VIF) is widely applied to evaluate multicollinearity among indicators or dimensions in formative models. A VIF value greater than the conventional threshold of 5.0 or in some sources 3.3 signals high intercorrelation among dimensions, which may undermine the stability of model estimation.

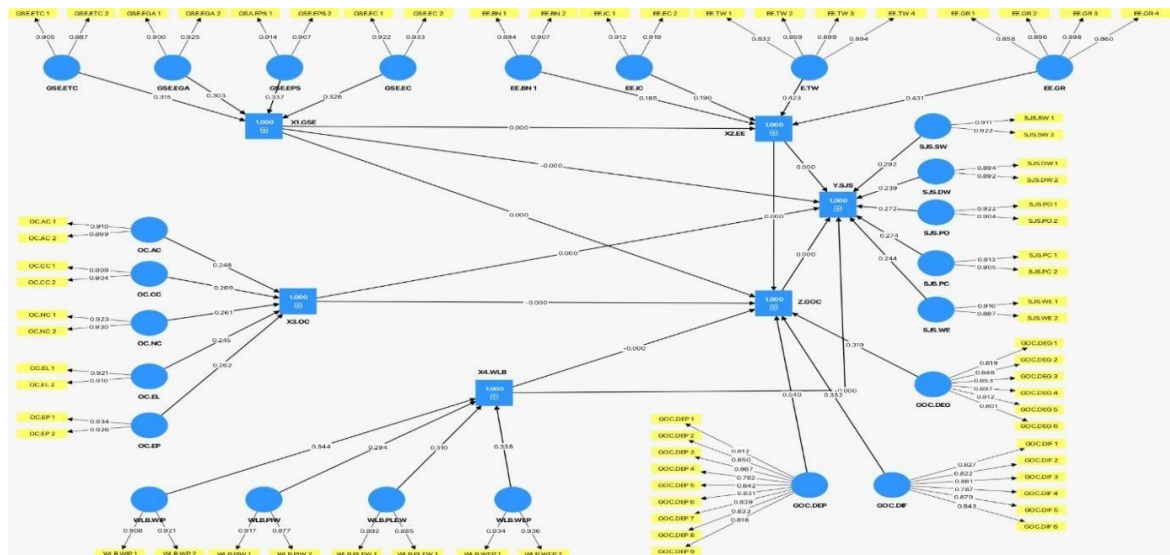


Figure 2. Path Model Visualization with Outer Loadings  
Sources: Data Analyzed by the Researcher - PLS-SEM Version 4, 2025

Table 5. Multicollinearity - Second Order

Relationship Paths Between Constructs	VIF
Green Self Efficacy (X1) -> Employee Engagement (X2)	1,000
Green Self Efficacy (X1) -> Green Organizational Culture (M)	1,184
Green Self Efficacy (X1) -> Sustainable Job Satisfaction (Y)	1,186
Employee Engagement (X2) -> Green Organizational Culture (M)	1,410
Employee Engagement (X2) -> Sustainable Job Satisfaction (Y)	1,410
Organizational Commitment (X3) -> Green Organizational Culture (M)	1,207
Organizational Commitment (X3) -> Sustainable Job Satisfaction (Y)	1,474
Work Life Balance (X4) -> Green Organizational Culture (M)	1,280
Work Life Balance (X4) -> Sustainable Job Satisfaction (Y)	1,741
Green Organizational Culture (M) -> Sustainable Job Satisfaction (Y)	1,968

Sources: Data Analyzed by the researcher, 2025

Table 5 presents the collinearity assessment of the structural model using the Variance Inflation Factor (VIF). The VIF values, ranging from 1.369 to 2.017, fall well below the recommended threshold of 5.0 and even the more conservative limit of 3.3. This confirms that multicollinearity is not an issue among the predictor constructs, meaning that each exogenous construct contributes uniquely to explaining the endogenous constructs, thereby ensuring stable and unbiased model estimates (Hair et al., 2021).

The second-order evaluation further demonstrates that the higher-order latent constructs exhibit internal consistency and adequate indicator representation. The findings validate that Green Self-Efficacy, Employee Engagement, Organizational Commitment, Work-Life Balance, Sustainable Job Satisfaction, and Green Organizational Culture possess strong measurement stability and fulfill the statistical requirements for subsequent structural analysis. Collectively, these results reinforce the robustness of the analysis and increase confidence in the reliability of the overall model.

**Table 6. Outer Weight and Outer Loading – Second Order**

Dimension	Construct	Outer Weight	Weight T-Stat	Outer Loading	Loading T-Stat
EE.BN	Employee Engagement	0,300	14,11	0,766	28,73
EE.GR		0,331	17,18	0,830	43,14
EE.IC		0,269	12,28	0,760	26,38
EE.TW		0,354	15,73	0,822	39,44
GOC.DEG	Green Organizational Culture	0,387	26,07	0,799	35,24
GOC.DEP		0,418	28,26	0,851	60,35
GOC.DIF		0,397	29,38	0,845	50,09
GSE.EC	Green Self-Efficacy	0,294	7,61	0,754	22,71
GSE.EGA		0,344	8,60	0,742	22,83
GSE.EPS		0,336	10,24	0,816	34,52
GSE.ETC		0,309	9,17	0,805	28,95
OC.AC	Organizational Culture	0,250	12,42	0,774	32,68
OC.CC		0,279	15,44	0,831	46,11
OC.EL		0,245	10,89	0,744	24,13
OC.EP		0,254	11,97	0,764	30,90
OC.NC		0,257	11,93	0,773	32,01
SJS.DW	Sustainable Job Satisfaction	0,252	17,02	0,710	22,08
SJS.PC		0,280	21,16	0,780	35,92
SJS.PO		0,239	18,69	0,749	27,15
SJS.SW		0,299	21,29	0,817	39,56
SJS.WE		0,251	16,20	0,714	22,37
WLB.PIW	Work-Life Balance	0,296	12,37	0,739	23,23
WLB.PLEW		0,359	14,58	0,765	29,51
WLB.WEP		0,297	12,71	0,779	29,28
WLB.WIP		0,337	16,28	0,818	38,89

Sources: Data Analyzed by the researcher, 2025

To assess the contribution of each dimension to its respective second-order construct, outer weight and outer loading analyses were performed. As shown in Table 6, all dimensions are significant, with t-statistics exceeding 1.96 and p-values below 0.05, confirming their strong influence in forming higher-order constructs. This supports the validity of the reflective-formative measurement model as outlined by Hair et al. (2022). Furthermore, outer loadings greater than 0.70 indicate convergent validity, while weights above 0.30 reflect practical importance. Overall, these results demonstrate that the dimensions of Green Self-Efficacy, Employee Engagement, Organizational Commitment, Work-Life Balance, Sustainable Job Satisfaction, and Green Organizational Culture collectively establish reliable and statistically sound second-order constructs.

**Table 7. Validity and Reliability – Second Order**

	CA	CR (rho_a)	CR (rho_c)	AVE	Conclusion
Green Self Efficacy	0,785	0,787	0,861	0,609	Reliabel
Employee Engagement	0,806	0,814	0,873	0,632	Reliabel
Organizational Commitment	0,836	0,838	0,884	0,605	Reliabel
Work Life Balance	0,779	0,783	0,858	0,601	Reliabel
Green Organizational Culture	0,777	0,779	0,871	0,692	Reliabel
Sustainable Job Satisfaction	0,811	0,816	0,869	0,570	Reliabel

Sources: Data Analyzed by the researcher, 2025

All indicator values meet the thresholds recommended by Hair et al. (2022), with Cronbach's Alpha (CA) and Composite Reliability (CR) exceeding 0.70 and AVE values above 0.50. The overall AVE average of 0.702 suggests that over 70% of the variance in the indicators is explained by their respective constructs, providing strong evidence of convergent validity across all latent variables. The radar chart highlights that Organizational Commitment (OC) shows the strongest performance with a CR ( $\rho_a$ ) value of 0.838, while other constructs, including Employee Engagement (EE), Green Organizational Culture (GOC), Green Self-Efficacy (GSE), Sustainable Job Satisfaction (SJS), and Work-Life Balance (WLB), also demonstrate consistently high and proportional values. The subsequent stage focuses on discriminant validity, which is crucial to confirm that each construct captures a unique concept within the measurement model. Using the Fornell-Larcker criterion, discriminant validity is established when the square root of AVE for each construct is greater than its correlations with other constructs. Furthermore, the second-order measurement model also satisfies discriminant validity under the HTMT approach, confirming that the theoretically developed dimensions stand independently in explaining the observed phenomena. These results reinforce that each construct exhibits sufficient discriminant power, with no signs of multicollinearity among constructs.

**Table 8. Heterotrait-Monotrait Ratio (HTMT) - Second Order**

	Employee Engagement	Green Organizational Culture	Green Self-Efficacy	Organizational Commitment	Sustainable Job Satisfaction	Work Life Balance
Employee Engagement						
Green Organizational Culture	0,425					
Green Self Efficacy	0,452	0,298				
Organizational Commitment	0,451	0,650	0,217			
Sustainable Job Satisfaction	0,700	0,777	0,384	0,372		
Work Life Balance	0,520	0,774	0,365	0,385	0,482	

*Sources: Data Analyzed by the researcher, 2025*

The second-order measurement model satisfies the discriminant validity criteria using the HTMT method, confirming that the theoretically developed dimension function independently in explaining the observed phenomena. As presented in Table 10, all HTMT values fall below the recommended threshold of 0.90, indicating that the constructs are statistically distinct. For instance, the HTMT value between Green Self-Efficacy (GSE) and Organizational Commitment (OC) is 0.217, while the value between Green Organizational Culture (GOC) and Sustainable Job Satisfaction (SJS) is 0.777. These findings

demonstrate sufficient discriminant validity across all constructs, with no evidence of multicollinearity. According to Hair et al. (2021), the Fornell–Larcker criterion requires that the square root of a construct’s AVE exceed its correlations with other constructs, whereas the HTMT approach adopts a stricter standard by ensuring heterotrait–monotrait ratios remain below 0.90 to confirm discriminant validity.

**Table 9. HTMT Fornell Larcker - Second Order**

	Employee Engagement	Green Organizational Culture	Green Self-Efficacy	Organizational Commitment	Sustainable Job Satisfaction	Work Life Balance
Employee Engagement	0,795					
Green Organizational Culture	0,344	0,832				
Green Self Efficacy	0,364	0,230	0,780			
Organizational Commitment	0,375	0,524	0,176	0,778		
Sustainable Job Satisfaction	0,572	0,618	0,306	0,305	0,755	
Work Life Balance	0,411	0,607	0,287	0,315	0,387	0,775

Sources: Data Analyzed by the researcher, 2025

The diagonal entries in Table 9 display the square roots of the AVE for each construct, with values of 0.795 for Employee Engagement (EE), 0.832 for Green Organizational Culture (GOC), 0.780 for Green Self-Efficacy (GSE), 0.778 for Organizational Commitment (OC), 0.755 for Sustainable Job Satisfaction (SJS), and 0.775 for Work-Life Balance (WLB). All of these diagonal values are greater than the correlations between their respective constructs and other variables. For instance, the correlation between GSE and OC is 0.176, which is lower than the square root of AVE for GSE (0.780). Likewise, the correlation between GOC and SJS is 0.426, which is still lower than the square root of AVE for GOC (0.832). These findings confirm that each construct possesses adequate discriminant validity, demonstrating that they are empirically distinct within the research model.

**Table 10. Cross Loading Evaluation - Second Order**

	Green Self Efficacy (GSE)	Employee Engagement (EE)	Organizational Commitment (OC)	Work Life Balance (WLB)	Green Organizational Culture (GOC)	Sustainable Job Satisfaction (SJS)
EC	0,754	0,211	0,102	0,260	0,224	0,231
EGA	0,742	0,306	0,158	0,183	0,154	0,279
EPS	0,816	0,324	0,137	0,252	0,180	0,221
ETC	0,805	0,286	0,147	0,202	0,166	0,218
BN	0,311	0,766	0,314	0,320	0,247	0,416
GR	0,272	0,830	0,326	0,355	0,334	0,468
IC	0,254	0,760	0,230	0,322	0,170	0,422
TW	0,318	0,822	0,313	0,314	0,321	0,505

AC	0,067	0,194	0,774	0,229	0,411	0,207
CC	0,137	0,357	0,831	0,305	0,445	0,252
EL	0,187	0,277	0,744	0,272	0,391	0,221
EP	0,174	0,314	0,764	0,191	0,386	0,263
NC	0,120	0,307	0,773	0,223	0,404	0,243
PIW	0,232	0,338	0,176	0,739	0,425	0,282
PLEW	0,235	0,321	0,261	0,765	0,501	0,362
WEP	0,152	0,300	0,231	0,779	0,449	0,247
WIP	0,263	0,318	0,298	0,818	0,497	0,297
DEG	0,233	0,264	0,447	0,452	0,799	0,506
DEP	0,185	0,309	0,438	0,534	0,851	0,542
DIF	0,158	0,284	0,424	0,526	0,845	0,494
DW	0,210	0,416	0,225	0,325	0,453	0,710
PC	0,235	0,436	0,222	0,283	0,497	0,780
PO	0,227	0,354	0,232	0,292	0,456	0,749
SW	0,219	0,513	0,236	0,316	0,502	0,817
WE	0,268	0,426	0,240	0,246	0,420	0,714

Sources: Data Analyzed by the researcher, 2025

**Table 11. Interpretation of Second Order Final Result**

Construct	CA	AVE	Highest HTMT	Fornell-Larcker (Diagonal)	Cross Loading Dominant	Description
Green Self-Efficacy (GSE)	0.785	0.609	0.452	0.780	EPS ( <i>Environmental Problem Solving</i> ) (0.816)	Valid & Reliable
Organizational Commitment (OC)	0.836	0.605	0.650	0.778	CC ( <i>Continuance Commitment</i> ) (0.831)	Valid & Reliable
Employee Engagement (EE)	0.806	0.632	0.700	0.795	GR ( <i>Growth</i> ) (0.830)	Valid & Reliable
Work-Life Balance (WLB)	0.779	0.601	0.774	0.775	WIP ( <i>Work Interference with Personal Life</i> ) (0.818)	Valid & Reliable
Green Organizational Culture (GOC)	0.777	0.692	0.777	0.832	DEP ( <i>Depth</i> ) (0.851)	Valid & Reliable
Sustainable Job Satisfaction (SJS)	0.811	0.570	0.770	0.755	SW ( <i>Satisfying Work</i> ) (0.817)	Valid & Reliable

Sources: Data Analyzed by the researcher, 2025

The evaluation of the second-order measurement model demonstrates that all constructs comply with the reliability and validity criteria outlined by Hair et al. (2022). Cronbach's Alpha, Composite Reliability (CR), and rho\_a values all exceed 0.90, indicating excellent internal consistency. The Average Variance Extracted (AVE), ranging from 0.570 to 0.692, confirms convergent validity by showing that each construct accounts for more than 57% of the variance in its indicators. Discriminant validity is also verified, with all HTMT ratios below 0.90 (maximum = 0.777) and the Fornell-Larcker criterion confirming that the square roots of AVE surpass the correlations between constructs. In addition, the cross-loading analysis further supports discriminant validity, as indicators load more

strongly on their respective constructs than on others. The collinearity test reveals that all VIF values, ranging from 1.369 to 2.017, are below the threshold, indicating no multicollinearity among dimensions. An essential stage in structural model assessment using PLS-SEM is the examination of the coefficient of determination ( $R^2$ ), which reflects the predictive accuracy of the model by quantifying the variance in endogenous constructs explained by exogenous constructs. Moreover, the adjusted  $R^2$  is reported to provide a more conservative estimate that accounts for the number of predictors. According to Hair et al. (2020),  $R^2$  values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively. The  $R^2$  analysis results in this study are presented below.

The cross-loading results (Table 10) demonstrate that all indicators load more strongly on their designated constructs than on any other, there by confirming discriminant validity. For example, *Environmental Problem Solving (EPS)* shows its highest loading on Green Self-Efficacy (0.816), *Growth (GR)* on Employee Engagement (0.830), *Continuance Commitment (CC)* on Organizational Commitment (0.831), *Work Interference with Personal (WIP)* on Work-Life Balance (0.818), *Depth (DEP)* on Green Organizational Culture (0.851), and *Satisfying Work (SW)* on Sustainable Job Satisfaction (0.817). These outcomes highlight that each indicator aligns most closely with its intended construct, ensuring the clarity and distinctiveness of the measurement model. To further verify the robustness of the second-order measurement model, reliability, convergent validity, and discriminant validity were assessed for the six core constructs on Green Self-Efficacy (GSE), Employee Engagement (EE), Organizational Commitment (OC), Work-Life Balance (WLB), Sustainable Job Satisfaction (SJS), and Green Organizational Culture (GOC). This evaluation incorporated Cronbach’s Alpha (CA), Average Variance Extracted (AVE), HTMT ratios, the Fornell–Larcker criterion, and key cross-loading values. The results are summarized in Table 11.

**Table 12. R-Square Model - Second Order**

Endogen’s Construct	R2	R <sup>2</sup> Adjusted	T Statistics	P Value	Interpretation
Employee Engagement	0,133	0,130	4,144	0,000	The model is able to explain 13.3% of the variance in EE (low to moderate); significant
Green Organizational Culture	0,492	0,486	11,847	0,000	The model is able to explain 49.2% of the variance in GOC (low to moderate); significant
Sustainable Job Satisfaction	0,557	0,550	15,404	0,000	The model is able to explain 55.5% of the variance in SJS (moderate to substantial); significant

Sources: Data Analyzed by the researcher, 2025

The analysis shows that Employee Engagement (EE), Green Organizational Culture (GOC), and Sustainable Job Satisfaction (SJS) have  $R^2$  values of 0.133, 0.492, and 0.557, respectively. Based on Hair et al. (2020), EE and GOC fall into the weak category, while SJS is considered moderate. The adjusted  $R^2$  values are

0.130 for EE, 0.486 for GOC, and 0.550 for SJS, suggest that the model explains the variability of these endogenous constructs at a modest level. Bootstrapping results further confirm statistical significance, with T-statistics exceeding 1.96 and p-values below 0.05, indicating that exogenous constructs significantly contribute to explaining endogenous constructs. In addition, predictive relevance ( $Q^2$ ) is a key indicator of the model's predictive ability. Following Hair et al. (2022),  $Q^2$  values derived from blindfolding or the PLS Predict procedure evaluate how effectively the model predicts indicator values from their latent constructs. PLS Predict also allows comparison of prediction errors with a benchmark model such as linear regression (LM); when the PLS model shows lower RMSE or MAE values than LM, its predictive performance can be considered empirically robust (Christian et al., 2019).

**Table 13. Result of Second-Order Structural Model Hypothesis Testing**

Hypothesis Code	Relationship Between Variables	$\beta$	T-Stat	P-Value	R2	Result
H1	Green Self Efficacy → Sustainable Job Satisfaction	0,067	1,703	0,044	0,557	Significant
H2	Green Self Efficacy → Green Organizational Culture	0,028	0,627	0,265	0,492	Not Significant
H3	Green Self Efficacy → Employee Engagement	0,364	8,510	0,000	0,133	Signifikan
H4	Employee Engagement → Sustainable Job Satisfaction	0,452	10,294	0,000	0,557	Significant
H5	Employee Engagement → Green Organizational Culture	-0,003	0,068	0,473	0,492	Not Significant
H6	Green Organizational Culture → Sustainable Job Satisfaction	0,613	13,242	0,000	0,557	Significant
H7	Organizational Commitment → Green Organizational Culture	0,368	8,901	0,000	0,492	Significant
H8	Organizational Commitment → Sustainable Job Satisfaction	-0,153	3,716	0,000	0,557	Significant
H9	Work Life Balance → Green Organizational Culture	0,484	12,503	0,000	0,492	Significant
H10	Work Life Balance → Sustainable Job Satisfaction	-0,142	2,806	0,003	0,557	Significant

Sources: Data Analyzed by the researcher, 2025

**Table 14. Predictive Relevant ( $Q$ -Square) - Second-Order**

Endogen's Construct	Error Method	$Q^2$ predict	Interpretation
Employee Engagement (EE)	RMSE	0,125	Moderate Predictive Relevance (lower)
Sustainable Job Satisfaction (SJS)	RMSE	0,172	Moderate Predictive Relevance (lower)
Green Organizational Culture	RMSE	0,479	Moderate Predictive Relevance

Sources: Data Analyzed by the researcher, 2025

Based on the PLS Predict output for the second-order model presented in Table 15, the Q<sup>2</sup> values for all endogenous constructs (EE, SJS and GOC) are above the threshold of 0.25 which, according to Hair et al. (2022), can be categorized as moderate predictive relevance. This indicates that the structural model not only explains the phenomenon based on observed data (explanatory power) but also possesses adequate ability to statistically predict new data. In particular, the endogenous construct Sustainable Job Satisfaction (SJS) shows a Q<sup>2</sup> value of 0.479, reflecting reasonably accurate predictive capability. Similarly, Green Organizational Culture (GOC) and Employee Engagement (EE) also demonstrates a Q<sup>2</sup> value within the range of moderate predictive relevance.

These findings strengthen the justification that the model is suitable for practical applications and strategic decision-making. To evaluate the relative contribution strength of each predictor construct to the endogenous constructs in the structural model, the effect size (f<sup>2</sup>) is employed. This analysis is essential for identifying the magnitude of influence exerted by each exogenous variable in explaining an endogenous variable, thereby complementing the information provided by R<sup>2</sup> (Hair et al., 2022). Moreover, incorporating f<sup>2</sup> alongside R<sup>2</sup> and Q<sup>2</sup> provides a more comprehensive assessment of model quality, ensuring that the evaluation captures both explanatory accuracy and predictive strength across multiple dimensions relevant to managerial practice and theoretical contribution.

This integrative approach allows researchers not only to validate the statistical robustness of the model but also to understand the relative effect size of each construct, evaluate the stability of predictive paths, and identify areas where theoretical refinements may be necessary. For practitioners, the combined use of f<sup>2</sup>, R<sup>2</sup>, and Q<sup>2</sup> provides actionable insights into how useful for green self-efficacy, green organizational culture the practices collectively shape sustainable job satisfaction outcomes, offering a holistic diagnostic tool that bridges methodological rigor with strategic decision-making in the organizational contexts.

**Table 15. F Square – Second Order**

	Original sample	Sample mean	Standard deviation	T statistics	P values
Green Self Efficacy -> Sustainable Job Satisfaction	0,009	0,012	0,011	0,770	0,221
Green Self Efficacy -> Green Organizational Culture	0,001	0,005	0,007	0,194	0,423
Green Self Efficacy -> Employee Engagement	0,153	0,160	0,043	3,593	0,000
Employee Engagement -> Sustainable Job Satisfaction	0,327	0,335	0,076	4,311	0,000
Employee Engagement -> Green Organizational Culture	0,000	0,003	0,005	0,003	0,499
Green Organizational Culture -> Sustainable Job Satisfaction	0,431	0,436	0,085	5,060	0,000
Organizational Commitment -> Green Organizational Culture	0,221	0,229	0,060	3,650	0,000

Organizational Commitment -> Sustainable Job Satisfaction	0,036	0,038	0,020	1,796	0,036
Work Life Balance -> Green Organizational Culture	0,360	0,370	0,074	4,850	0,000
Work Life Balance -> Sustainable Job Satisfaction	0,026	0,029	0,020	1,336	0,091

Sources: Data Analyzed by the researcher, 2025

Based on the effect size ( $f^2$ ) analysis presented in Table 15, all relationships in the structural model fall into the small, medium and large category according to Hair et al. (2022). Specifically, Green Self Efficacy shows a small effect on Sustainable Job Satisfaction ( $f^2 = 0.009$ ) and Green Organizational Culture ( $f^2 = 0.001$ ), while medium effect on Employee Engagement ( $f^2 = 0.153$ ). Then, Employee Engagement exerts large effects on Sustainable Job Satisfaction ( $f^2 = 0.327$ ) and small effect on Green Organizational Culture ( $f^2 = 0.000$ ). Green Organizational Culture shows large effect on Sustainable Job Satisfaction ( $f^2 = 0.431$ ). Similarly, Organizational Commitment medium effects on Green Organizational Culture ( $f^2 = 0.221$ ) and small effect on Sustainable Job Satisfaction ( $f^2 = 0.036$ ). In addition, Work-Life Balance has a large effect on Green Organizational Culture ( $f^2 = 0.360$ ) and small effect on Sustainable Job Satisfaction ( $0.036$ ). These findings suggest that, although statistically significant, the relative contribution of each predictor to the endogenous constructs remains modest, highlighting the complexity of factors influencing Green Organizational Culture, Sustainable Job Satisfaction, and Employee Engagement. The evaluation of Goodness of Fit (GoF) as an additional measure in the second-order structural model was conducted to confirm the overall fit of the research model with the empirical data. Although the use of GoF indices in SEM-PLS has become less recommended and is increasingly replaced by the SRMR (Hair et al., 2022), this study employs the GoF index as a complementary analysis, following the guidance of recent literature such as Al- Zwainy & Al-Marsomi (2023).

**Table 16. Evaluation Second Order**

Model Fit Index	Result	Threshold	Interpretasi	Reference
SRMR	0,058	$\leq 0,08$	Good Fit	Hair et al. (2022)
GoF	0,493	$\geq 0,36$	Large Fit	Al-Marsomi & Al-Zwainy (2023)

Sources: Data Analyzed by the researcher, 2025

Table 16 shows that the SRMR index value is 0.058, indicating an excellent fit of the second-order model, as it is below the recommended threshold of  $\leq 0.08$  (Hair et al., 2022). In addition, the GoF index value of 0.493 is classified as high, reflecting strong global model fit in line with the general guidelines proposed by Tenenhaus et al. (2005) and supported by recent studies such as Al-Marsomi and Al-Zwainy (2023). Therefore, although GoF is no longer considered a primary measure in PLS-SEM model evaluation according to recent recommendations, its use in this study remains relevant as a complementary analysis that strengthens

the SRMR-based evaluation. At this stage, hypothesis testing focuses on analyzing the relationships among the main latent variables in the second-order model using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The evaluation was conducted not only for direct effects, but also for indirect effects and total effects, enabling a comprehensive understanding of the primary influence pathways as well as mediating relationships among constructs in the research model. This analysis also allows for the identification of mediation or intervening effects, thereby providing a holistic view of the contribution of each variable in explaining the phenomenon under investigation.

**Table 17. Hypothesis Result Direct Effect - Second Order**

Hypothesis	Relationship Between Variables	( $\beta$ )	T-Stat	P-Value	R2	Result
H1	Green Self Efficacy → Sustainable Job Satisfaction	0,067	1,703	0,044	0,557	Significant
H2	Green Self Efficacy → Green Organizational Culture	0,028	0,627	0,265	0,492	Not Significant
H3	Green Self Efficacy → Employee Engagement	0,364	8,510	0,000	0,133	Signifikan
H4	Employee Engagement → Sustainable Job Satisfaction	0,452	10,294	0,000	0,557	Significant
H5	Employee Engagement → Green Organizational Culture	-0,003	0,068	0,473	0,492	Not Significant
H6	Green Organizational Culture → Sustainable Job Satisfaction	0,613	13,242	0,000	0,557	Significant
H7	Organizational Commitment → Green Organizational Culture	0,368	8,901	0,000	0,492	Significant
H8	Organizational Commitment → Sustainable Job Satisfaction	-0,153	3,716	0,000	0,557	Significant
H9	Work Life Balance → Green Organizational Culture	0,484	12,503	0,000	0,492	Significant
H10	Work Life Balance → Sustainable Job Satisfaction	-0,142	2,806	0,003	0,557	Significant

Sources: Data Analyzed by the researcher, 2025

The second-order structural model analysis indicates that all ten hypothesized paths are statistically significant, providing strong empirical support for the research framework. The path from Green Organizational Culture (GOC) to Sustainable Job Satisfaction (SJS) shows the strongest effect ( $\beta = 0.613$ ;  $t = 13.242$ ;  $p = 0.000$ ). Green Organizational Culture has been proven to have a positive and significant effect on Sustainable Job Satisfaction, emphasizing the crucial role of a green organizational culture in fostering long-term employee satisfaction. The findings indicate that an organizational culture grounded in sustainability values and environmental responsibility across all operational aspects can effectively enhance sustainable job satisfaction. While, the path Work Life Balance (WLB) to Green Organizational Culture (GOC) shows the strongest effect ( $\beta = 0.484$ ;  $t = 12.503$ ;  $p = 0.000$ ), and the relationship Employee Engagement (EE) to Sustainable Job Satisfaction (SJS) is also positive and significant ( $\beta = 0.452$ ;  $t = 10.294$ ;  $p = 0.000$ ).

**Table 18. Hypothesis Result Indirect Effect - Second Order**

Mediation Route	Indirect Effect	Sample mean	Standard deviation	T statistics	P values
Employee Engagement → Green Organizational Culture → Sustainable Job Satisfaction	-0,002	-0,003	0,0029	0,067	0,47
Green Self Efficacy → Employee Engagement → Sustainable Job Satisfaction	0,165	0,166	0,027	6,148	0,00
Green Self Efficacy → Green Organizational Culture → Sustainable Job Satisfaction	0,017	0,018	0,028	0,623	0,27
Organizational Commitment → Green Organizational Culture → Sustainable Job Satisfaction	0,226	0,226	0,032	6,981	0,00
Work-Life Balance → Green Organizational Culture → Sustainable Job Satisfaction	0,297	0,297	0,033	9,019	0,00

Sources: Data Analyzed by the researcher, 2025

The second-order structural model analysis indicates that all ten hypothesized paths are statistically significant, providing strong empirical support for the research framework. The path from Green Organizational Culture (GOC) to Sustainable Job Satisfaction (SJS) shows the strongest effect ( $\beta = 0.613$ ;  $t = 13.242$ ;  $p = 0.000$ ). Green Organizational Culture has been proven to have a positive and significant effect on Sustainable Job Satisfaction, emphasizing the crucial role of a green organizational culture in fostering long-term employee satisfaction. The findings indicate that an organizational culture grounded in sustainability values and environmental responsibility across all operational aspects can effectively enhance sustainable job satisfaction. While, the path Work Life Balance (WLB) to Green Organizational Culture (GOC) show the strongest effect ( $\beta = 0.484$ ;  $t = 12.503$ ;  $p = 0.000$ ), and the relationship Employee Engagement (EE) to Sustainable Job Satisfaction (SJS) is also positive and significant ( $\beta = 0.452$ ;  $t = 10.294$ ;  $p = 0.000$ ).

## DISCUSSION

The result of this study confirm the significant and not significant relationship Green Self-Efficacy (GSE), Employee Engagement (EE), Organizational Commitment (OC), Work-Life Balance (WLB), Green Organizational Culture (GOC), and Sustainable Job Satisfaction (SJS). The Structural model validated through PLS-SEM demonstrates that the hypothesized paths are statistically significant at  $\alpha < 0.05$ , supporting the theoretical foundations described in the literature review.

### Direct Effect

#### (H1) Green Self-Efficacy → Sustainable Job Satisfaction

$\beta = 0.067$ ,  $p$ -value = 0.044 (significant). This result supports Chen et al. (2023), as discussed in Chapter II, that sustainable job satisfaction is not only related to intrinsic factors such as individual responsibility, but also to how the organization fosters Green Self-Efficacy in the workplace.

**(H2) Green Self-Efficacy → Green Organizational Culture**

$\beta = 0.028$ ,  $p\text{-value} = 0.265$  (not significant). This finding is consistent with prior theories that individual green capabilities (GSE) tend to drive pro-environmental personal behavior but are insufficient to transform collective organizational culture without institutional mechanisms (leadership, HR policies, shared vision). Theoretically, cultural change requires shared values, norms, and basic assumptions, supported by formal artifacts/systems (SOPs, incentives, HR practices) to integrate into Green Organizational Culture. This aligns with Schein's (2017) framework on the three levels of culture and its formation process.

**(H3) Green Self-Efficacy → Employee Engagement**

$\beta = 0.364$ ,  $p\text{-value} = 0.000$  (significant). This finding supports the Conservation of Resources (COR) and Job Demands-Resources (JD-R) theories. Within COR, self-efficacy is a personal resource that triggers gain spirals: when employees believe they can act effectively, they become more energetic, persistent, and engaged. The JD-

R model also positions self-efficacy as a motivational resource enhancing the three components of engagement (vigor, dedication, absorption) (Xanthopoulou et al., 2007; Schaufeli & Bakker, 2010).

**(H4) Employee Engagement → Sustainable Job Satisfaction**

$\beta = 0.452$ ,  $p\text{-value} = 0.000$  (significant). This finding reinforces previous studies by Serumpaet and Tajib (2023), discussed in Chapter II, showing that employee engagement significantly influences sustainable job satisfaction. Employees respond positively to organizations applying sustainability principles, demonstrating commitment to People, Planet, and Profit.

**(H5) Employee Engagement → Green Organizational Culture**

$\beta = -0.003$ ,  $p\text{-value} = 0.473$  (not significant). This result shows a non-significant negative effect: when employee commitment is driven more by continuance or rigid normative obligations, sustainable job satisfaction tends to decrease. The three-component model of commitment indicates affective commitment is positively associated with satisfaction, while continuance commitment tends to be weakly or negatively related (Meyer et al., 2002 meta-analysis). Recent studies also stress that affective commitment is essential for well-being and retention, whereas continuance commitment correlates less favorably with work attitudes (Gregoriou, 2023; Rodríguez- Fernández, 2024).

**(H6) Green Organizational Culture → Sustainable Job Satisfaction**

$\beta = 0.613$ ,  $p\text{-value} = 0.000$  (significant). This result supports Digermen et al. (2024), which states that the three dimensions of green organizational culture positively influence sustainable job satisfaction. Organizations must emphasize contributions and organizational values in green initiatives so that employees actively support policies, directly enhancing sustainable job satisfaction.

**(H7) Organizational Commitment → Green Organizational Culture**

$\beta = 0.368$ ,  $p\text{-value} = 0.000$  (significant). This finding supports Hastuti & Muafi (2022), who argued that organizations with strong commitment are more likely to foster a strong green culture. In practice, commitment can be strengthened

through clear sustainability policies, training programs, and recognition of individual contributions to pro-environmental initiatives.

**(H8) Organizational Commitment → Sustainable Job Satisfaction**

$\beta = -0.153$ , p-value = 0.000 (significant negative effect). Empirical evidence is consistent with post-Three Component Model (TCM) studies, which show that continuance commitment correlates neutrally or negatively with satisfaction and well-being, while affective commitment strongly correlates positively (Meyer et al., 2002; Somers, 2009; Jaros, 2007; updated review Meyer, 2021). McCann et al. (2020) emphasized that sustainable satisfaction requires alignment between organizational values and practices, not just formal attachment.

**(H9) Work-Life Balance → Green Organizational Culture**

$\beta = 0.484$ , p-value = 0.000 (significant). This finding supports Nungraemi et al. (2023) that work-life balance (employee well-being) is a key element in fostering active participation in a green culture. Programs such as flexible work arrangements, mental health support, and sustainability training strengthen green values at the workplace.

**(H10) Work-Life Balance → Sustainable Job Satisfaction**

$\beta = -0.142$ , p-value = 0.000 (significant negative effect). This finding aligns with Williams, Blair-Loy, & Berdahl (2013), showing that independent application or perception of work-life balance negatively affects sustainable job satisfaction. In this study, SJS dimensions include decent wages, promotion opportunities, pleasant colleagues, work environment, and satisfying work.

**Indirect Effect**

**(H11) Employee Engagement → Green Organizational Culture → Sustainable Job Satisfaction**

$\beta = -0.002$ , p-value = 0.470 (not significant). This result indicates that *Employee Engagement* does not significantly affect *Sustainable Job Satisfaction* through the mediation of *Green Organizational Culture*. This finding is consistent with Meyer et al. (2002), who emphasized that the indirect effect of employee commitment on sustainable job satisfaction requires strong affective commitment rather than cultural mediation alone.

**(H12) Green Self-Efficacy → Employee Engagement → Sustainable Job Satisfaction**

$\beta = 0.165$ , p-value = 0.000 (significant). The result confirms that *Green Self-Efficacy* significantly influences *Sustainable Job Satisfaction* through *Employee Engagement*. This supports the Conservation of Resources (COR) theory (Hobfoll) and the Job Demands-Resources (JD-R) model (Schaufeli & Bakker, 2010), which state that self-efficacy as a personal resource fosters engagement and subsequently enhances sustainable job satisfaction.

**(H13) Green Self-Efficacy → Green Organizational Culture → Sustainable Job**

$\beta = 0.017$ , p-value = 0.270 (not significant). The effect of *Green Self-Efficacy* on *Sustainable Job Satisfaction* via *Green Organizational Culture* is not significant. This finding aligns with Schein's (2017) cultural framework, which highlights that

organizational culture change requires collective values and formal artifacts, rather than solely individual beliefs.

**(H14) Organizational Commitment → Green Organizational Culture → Sustainable Job Satisfaction**

$\beta = 0.226$ ,  $p\text{-value} = 0.000$  (significant). The results demonstrate that *Organizational Commitment* has a significant positive effect on *Sustainable Job Satisfaction* through the mediation of *Green Organizational Culture*. This is consistent with Hastuti & Muafi (2022), who argue that organizational commitment reinforces green culture, which in turn positively impacts long-term job satisfaction.

**(H15) Work-Life Balance → Green Organizational Culture → Sustainable Job Satisfaction**

$\beta = 0.297$ ,  $p\text{-value} = 0.000$  (significant). The findings reveal that *Work-Life Balance* significantly affects *Sustainable Job Satisfaction* through *Green Organizational Culture*. This supports Nungraemi et al. (2023), who found that work-life balance enhances participation in green culture initiatives, thereby improving sustainable job satisfaction.

In summary, the findings underline that Specifically, these results confirm the positive and significant influence of Green Self-Efficacy (GSE), Employee Engagement (EE), and Green Organizational Culture (GOC) on Sustainable Job Satisfaction (SJS), aligning with previous literature on factors that enhance job satisfaction (Asbari et al., 2020; Sutardi et al., 2020). Furthermore, the mediation analyses revealed that Employee Engagement and Green Organizational Culture play crucial roles in channeling the influences of Organizational Commitment (OC) and Work-Life Balance (WLB) on SJS. However, a contrasting finding emerged: Organizational Commitment (OC) and Work-Life Balance (WLB) exerted a negative and significant effect on SJS. This phenomenon suggests that within the context of this study, an increase in organizational commitment and work-life balance did not necessarily correlate positively with long-term job satisfaction. This could be due to underlying factors such as excessive workload or unrealistic expectations (Suprpti et al., 2020). These findings offer significant theoretical contributions by highlighting the complexity of the relationships between these variables and underscoring the critical role of organizational context in moderating their effects.

## CONCLUSION

The results of this study reveal that Green Organizational Culture (GOC) plays a crucial and consistent role in enhancing Sustainable Job Satisfaction (SJS). A strong green culture-characterized by sustainability-oriented values, environmental accountability, and the integration of green practices across all organizational levels-significantly contributes to long-term employee satisfaction. However, the influence of Green Self-Efficacy (GSE) on GOC was found to be insignificant, suggesting that individual confidence in performing pro- environmental actions alone is insufficient without institutionalized support and experience-based learning. In contrast, GSE has a strong and direct impact on Employee Engagement (EE), confirming that employees with higher self-

efficacy tend to be more engaged, collaborative, and motivated toward achieving sustainability goals. Employee Engagement, in turn, demonstrates a significant positive influence on Sustainable Job Satisfaction, emphasizing the importance of management support, teamwork, and professional growth in enhancing long-term employee well-being. However, EE does not significantly affect GOC, implying that employee involvement has not yet been fully integrated into the company's green culture development. Meanwhile, Organizational Commitment (OC) significantly influences both GOC and SJS, although the relationship with SJS is negative- indicating that higher commitment levels may not always translate into higher satisfaction, particularly when emotional attachment and organizational pride are weak. Work-Life Balance (WLB) shows a significant impact on GOC, highlighting the link between personal well-being and environmental awareness at work, though its influence remains limited due to workload-related fatigue and lack of supportive programs. Both OC and WLB act as important drivers for establishing a stronger GOC, which subsequently enhances SJS through environmental diffusion and shared organizational values. In terms of mediation effects, GOC serves as a significant mediator in the relationships between OC and SJS, and between WLB and SJS, confirming its role as a strategic channel that translates organizational and personal factors into sustainable satisfaction. Conversely, GOC fails to mediate the relationships between EE and SJS and between GSE and SJS, indicating that current green cultural values are not yet deeply institutionalized across all units. However, EE successfully mediates the link between GSE and SJS, showing that self-efficacious employees who are engaged are more likely to achieve sustainable job satisfaction. Overall, the findings highlight that strengthening Green Organizational Culture-through leadership commitment, cross-departmental diffusion, and deep-rooted sustainability values-is key to improving both employee engagement and sustainable job satisfaction. Organizations should enhance green training, emotional commitment, and work-life balance initiatives to ensure that green values are not symbolic but embedded within daily practices, enabling employees to find meaning, pride, and fulfillment in their work.

## **RECOMMENDATIONS**

### **Practical Recommendations**

The findings suggest several strategic recommendations for ADR Group of Companies to enhance sustainable job satisfaction and organizational performance. First, the company must focus on maintaining and improving sustainable job satisfaction by ensuring fair compensation, career development opportunities, positive coworker relationships, and a healthy work environment. Second, ADR Group should reformulate its Green Self-Efficacy approach by integrating the principles of Green Shared Vision and Green Mindfulness-strengthening collective environmental awareness and fostering employee confidence to act effectively on sustainability issues. Moreover, it is essential to strengthen Green Self-Efficacy as an organizational capability and communicate

its achievements publicly through sustainability reports and campaigns to reinforce the company's positive image.

Third, the company must intensify Employee Engagement by creating a culture of open communication, continuous learning, and mutual respect between management and employees. Engagement can be enhanced through four key dimensions: (a) Basic Needs, ensuring role clarity, work balance, and safety; (b) Individual Contribution, through recognition and suggestion systems; (c) Teamwork by implementing cross-functional green teams and agile practices; and (d) Growth, through structured learning paths and career ladders. Fourth, to further enhance Green Organizational Culture (GOC), ADR Group should adopt strategic sustainability policies, invest in eco-friendly technologies, manage waste responsibly, and strengthen internal education programs that align organizational values with green practices.

Fifth, the company should reinforce Organizational Commitment by fostering inclusivity, fair compensation, and employee recognition to strengthen affective and continuance commitment. Programs supporting career development and well-being can further enhance loyalty and identification with the organization. Sixth, Work- Life Balance principles must be integrated into GOC planning, implementation, and evaluation to ensure alignment between environmental culture and employee well-being. Flexible working arrangements, responsible digitalization, and monitoring mechanisms are necessary to maintain psychological well-being and prevent role conflict.

Additionally, the company should strengthen the direct influence of Employee Engagement on Sustainable Job Satisfaction by providing supportive work environments that recognize and appreciate employees' contributions. Continuous evaluation of Employee Engagement programs through surveys can help identify cultural misalignment and improve workplace harmony to reduce voluntary turnover. Collaboration with external stakeholders should be intensified to promote shared environmental awareness and sustainability-oriented practices, in line with the company's core value of "growing with stakeholders."

Finally, ADR Group needs to enhance understanding and internalization of Green Organizational Culture through experiential learning, discussion forums, and environmental education. Embedding sustainability into business values will improve energy efficiency, waste reduction, and long-term environmental accountability. At the strategic level, management should establish Sustainable Job Satisfaction as a formal priority within organizational KPIs, ensuring that sustainability principles are integrated into every unit's policies and operational practices.

### **Theoretical Recommendations**

Future research should extend this model by testing additional variables such as green human resource management, sustainability performance and employee retention, or green competence building. Studies across different industries or using longitudinal designs are also recommended to validate the generalizability of the findings and deepen theoretical contributions.

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