



The Influence of Green Employee Engagement and Green Organization Climate on Green Employee Sustainability Mediated by Green Work Motivation Among Employees in the Customer Service Division of BCA Digital

Hernita Suci Pratiwi^{1*}, Suprpto²

Universitas Mercu Buana

Corresponding Author: Hernita Suci Pratiwi Hernitasuci120@gmail.com

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ABSTRACT

The research method employs a quantitative approach using Structural Equation Modeling-Partial Least Squares (SEM-PLS) 4.0 as the analytical technique to test the proposed hypotheses. A total of 130 permanent employees participated as respondents in this quantitative study. This research aims to analyze the effects of green employee engagement and green organizational climate on green employee sustainability, with green work motivation acting as a mediating variable among employees in the customer service division of BCA Digital. The results indicate that green employee engagement has a positive and significant effect on green employee sustainability, and that green work motivation also has a positive and significant effect on green employee sustainability. This study is expected to contribute to the development of strategies for enhancing green engagement and fostering an organizational culture that supports sustainability.

INTRODUCTION

The rapid development of digital technology has driven significant changes in the business world, including the banking sector. Digital transformation requires organizations to have adaptive, competent, and sustainable human resources to compete in an increasingly dynamic environment. In this context, human resource management is a strategic factor, as people are the primary drivers in the utilization of technology, capital, and modern work systems.

The digital banking industry faces specific challenges in the form of increasing workloads, demands for faster service, and increasingly high customer expectations. These conditions directly impact employees, particularly the customer service department, which is at the forefront of service delivery. To maintain employee performance and sustainability, a green human resource management approach is relevant, particularly through strengthening green employee engagement, establishing a green organizational climate, and enhancing green work motivation as a foundation for sustainable work behavior.

As a technology-based bank, BCA Digital has committed to sustainability principles by integrating Environmental, Social, and Governance (ESG) values into its operations. Digitizing services through the blu by BCA Digital application contributes to operational efficiency and reduced environmental impact. However, the success of this sustainability strategy depends not only on technology but also on employee engagement, motivation, and perception of an organizational culture that supports green values.

Empirical evidence indicates a decline in the performance and sustainability of BCA Digital customer service employees, reflected in declining performance report scores, declining account opening rates, and increasing employee turnover rates year over year. The pre-survey also revealed a gap between the organization's structural support for sustainability and low employee engagement, green work motivation, and perceptions of an environmentally friendly organizational climate.

Previous studies have shown mixed results regarding the positive and negative effects of green employee engagement and green organizational climate on green employee sustainability. Furthermore, there are still limited studies that consider green work motivation as a mediating variable. Therefore, this study is crucial to address this research gap and provide a more comprehensive understanding of the factors influencing green employee sustainability among BCA Digital customer service employees in facing the challenges of sustainable digital banking.

LITERATURE REVIEW

Sustainable Development Goals(SDGs)

Sustainability is a key concept in addressing environmental challenges, achieving economic benefits, and fulfilling social responsibilities. By addressing the interconnectedness of environmental, economic, and social aspects,

sustainability emphasizes the importance of responsible resource management, the implementation of profitable business practices, and social well-being. In the face of global climate change and increasing pressure on natural resources, sustainability is key to realizing a better future for all levels of society.



Figure 1 Sustainable Development Goals
Source :sdg2030indonesia.org (2024)

Green Employee Sustainability

According to various recent journals (*Frontiers in Psychology, Journal of Cleaner Production, etc.*), green employee behavior includes actions such as energy conservation, recycling, efficient use of resources, and active participation in company sustainability programs. These behaviors can occur both as part of routine tasks and as personal initiatives of employees. Meanwhile, Green HRM includes practices such as green recruitment, environmental training, green contribution-based performance evaluations, and reward systems that encourage ecological awareness. When these practices are consistently developed, organizations not only create an environmentally friendly work environment but also increase employee satisfaction, loyalty, and retention.

Green Employee Engagement

Green Employee engagement is an employee's emotional commitment to the organization and its goals. This emotional commitment means employees truly care about their work and the company (Sucahyowati & Hendrawan, 2020). They don't work just for a salary or a promotion, but work on behalf of the organization's goals. Every organization strives to maximize the contribution of each individual employee to achieve success. Each employee also needs to find their purpose and job satisfaction. Therefore, it is called the "X model of engagement." According to Erwina (2020), green employee engagement is a psychological condition that involves energy, dedication, and deep involvement in green activities in the workplace. This is shaped by organizational support (HRM and supervisors), employee psychological resources, and the company's perception of environmental responsibility. Green employee engagement shapes

employees' emotional and cognitive involvement in work that directly or indirectly aims to support the organization's environmentally friendly strategy (Aboramadan, 2022)..*Green employee engagement* Employee engagement is employee enthusiasm for work. This enthusiasm arises from employees feeling engaged, which leads to the potential for engaging behavior. According to Yuswardi (2019), employee engagement is a positive attitude toward the company where they work.

Green Organizational Climate

Green Organizational Climate (GOC) is the collective perception of employees regarding the extent to which their organization provides support, commitment, and leadership for sustainable and environmentally friendly practices. Green organizational climate reflects how an organization integrates sustainability values into its policies, procedures, social norms, and daily work practices. When employees perceive that the organization seriously cares about the environment and supports green practices, they are more likely to be motivated to engage in pro-environmental behavior (green behavior) voluntarily.

Arici and Uysal (2020) define Green Organizational Climate as the shared perception of employees regarding the organization's values and commitment to implementing policies and practices that support environmental conservation. GOC can create a psychological environment conducive to the growth of employee motivation to act in an environmentally friendly manner. This is reinforced by the findings of Jain et al. (2023), who stated that the perception of a green organizational climate is positively correlated with increased employee green work engagement and sustainability behavior. Therefore, GOC is a crucial factor in the successful implementation of a company's sustainability strategy.

Green Work Motivation

Green work motivation is an internal and external incentive that encourages employees to actively and voluntarily engage in environmentally friendly and sustainability-oriented work behaviors in the workplace. Green work motivation is a form of work motivation focused on actions that support an organization's environmental goals, such as energy savings, waste reduction, and green innovation (Tariq et al., 2021). This motivation can arise from personal pro-environmental values, organizational support, or leadership that prioritizes sustainability values.

Green work motivation refers to internal and external drives for employees to engage in work that supports environmental conservation. This motivation arises from personal pro-environmental values, social norms in the workplace, and support from leadership and organizational policies that promote sustainability. Green work motivation mediates the relationship between green organizational climate and environmentally friendly work behavior and plays a strategic role in the successful implementation of green HRM. (Kim et al., 2023)

METHODOLOGY

This study uses a quantitative approach with an explanatory research design, aiming to examine the causal relationship between the variables of green employee engagement, green organizational climate, green work motivation, and green employee sustainability. This approach was chosen because it provides an objective picture of the influence between variables based on statistically analyzed numerical data.

The population in this study was all 130 permanent employees of the BCA Digital customer service division. The sampling technique used was saturated sampling, where all members of the population were selected as respondents. The customer service division was selected based on its strategic role in digital banking services and the high demands on performance and work sustainability within the unit.

Data collection was conducted through a closed-ended questionnaire compiled based on research variable indicators and measured using a Likert scale. The data used consisted of primary data obtained directly from respondents through questionnaires, as well as secondary data in the form of internal company documents and supporting literature relevant to the research topic.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) version 4.0. This method was chosen because it is capable of analyzing simultaneous relationships between latent variables, testing measurement models (validity and reliability), and testing structural models, including direct and indirect influences (mediation) between variables.

The analysis stages include convergent and discriminant validity tests, reliability tests, R-square and F-square tests, and hypothesis testing to determine the significance of the influence of the independent variables on the dependent variable, both directly and through green work motivation as a mediating variable. The results of this analysis are used to draw conclusions regarding the factors that influence green employee sustainability among BCA Digital customer service employees.

RESEARCH RESULTS

Measurement Model Test Results (Outer Model)

Convergent Validity Test Results

Table 1. Convergent Validity Test Results

Variables	Indicator	Outer Loading	Information
<i>Green Employee Engagement</i>	GEE 1.1	0.845	VALID
	GEE 1.2	0.818	VALID
	GEE 2.1	0.835	VALID
	GEE 2.2	0.767	VALID
	GEE 3.1	0.747	VALID
	GEE 3.2	0.755	VALID
<i>Green Employee Sustainability</i>	GES 1.1	0.963	VALID
	GES 1.2	0.962	VALID
	GES 2.1	0.721	VALID
	GES 2.2	0.721	VALID
	GES 3.1	0.957	VALID

	GES 3.2	0.960	VALID
Green Organizational Climate	GOC 1.1	0.860	VALID
	GOC 1.2	0.863	VALID
	GOC 2.1	0.812	VALID
	GOC 2.2	0.863	VALID
	GOC 3.1	0.813	VALID
	GOC 3.2	0.813	VALID
	GOC 4.1	0.712	VALID
	GOC 4.2	0.740	VALID
Green Work Motivation	GWM 1.1	0.741	VALID
	GWM 1.2	0.765	VALID
	GWM 2.1	0.769	VALID
	GWM 2.2	0.745	VALID
	GWM 3.1	0.721	VALID
	GWM 3.2	0.717	VALID
	GWM 4.1	0.769	VALID
	GWM 4.2	0.825	VALID
	GWM 5.1	0.727	VALID
	GWM 5.2	0.821	VALID

Source: Smart Output PLS, 2025.

Based on the results of the convergent validity test using the outer loading value, all indicators in the variables green employee engagement (GEE), green employee sustainability (GES), green organizational climate (GOC), and green work motivation (GWM) have a value > 0.70. According to Hair et al. (2019), indicators with an outer loading value above 0.70 indicate that the indicator has a good level of convergent validity and is able to represent the construct accurately. Thus, all indicators in this study are declared valid and can be used for further analysis.

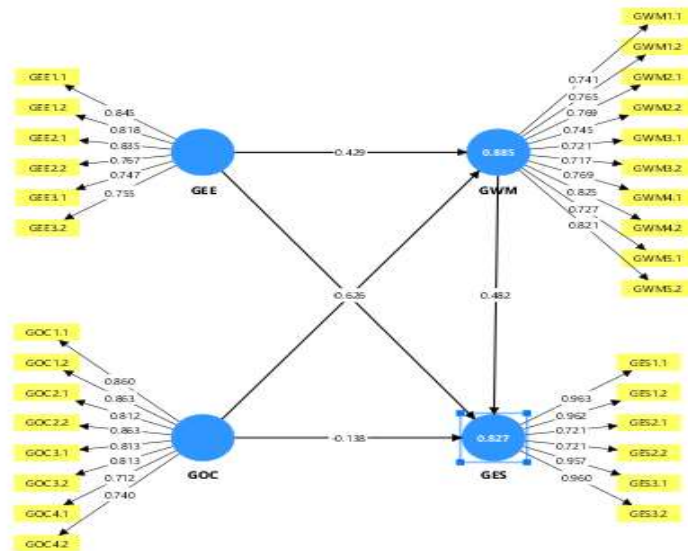


Figure 2. PLS Algorithm Results
Source: SmartPLS output, 2025.

The results of the convergent validity test in Table 4.5 and Figure 4.1 show that all indicators have met the convergent validity criteria because they have loading factor values that are all > 0.70.

Discriminant Validity Test Results

Table 2. Results of Discriminant Validity Testing (Cross Loading)

Indicator	Green Employee Engagement	Green Employee Sustainability	Green Organizational Climate	Green Work Motivation
GEE 1.1	0.845	0.649	0.492	0.720
GEE 1.2	0.818	0.963	0.595	0.825
GEE 2.1	0.835	0.645	0.502	0.727
GEE 2.2	0.767	0.554	0.304	0.413
GEE 3.1	0.747	0.721	0.444	0.500
GEE 3.2	0.755	0.540	0.285	0.398
GES 1.1	0.818	0.963	0.595	0.825
GES 1.2	0.811	0.962	0.589	0.823
GES 2.1	0.739	0.721	0.440	0.500
GES 2.2	0.747	0.721	0.444	0.500
GES 3.1	0.801	0.957	0.598	0.826
GES 3.2	0.803	0.960	0.600	0.828
GOC 1.1	0.467	0.491	0.860	0.767
GOC 1.2	0.470	0.494	0.863	0.769
GOC 2.1	0.443	0.501	0.812	0.602
GOC 2.2	0.470	0.494	0.863	0.769
GOC 3.1	0.438	0.496	0.813	0.600
GOC 3.2	0.431	0.495	0.813	0.600
GOC 4.1	0.450	0.425	0.712	0.717
GOC 4.2	0.543	0.596	0.740	0.778
GWM 1.1	0.486	0.482	0.580	0.741
GWM 1.2	0.477	0.495	0.855	0.765
GWM 2.1	0.470	0.494	0.863	0.769
GWM 2.2	0.486	0.489	0.575	0.745
GWM 3.1	0.457	0.431	0.711	0.721
GWM 3.2	0.450	0.425	0.712	0.717
GWM 4.1	0.539	0.597	0.738	0.769
GWM 4.2	0.818	0.963	0.595	0.825
GWM 5.1	0.835	0.645	0.502	0.727
GWM 5.2	0.807	0.960	0.588	0.821

Source: SmartPLS output, 2025.

Based on Table 2, it can be seen that the correlation results of green employee engagement with its indicators (GEE1.1 worth 0.845, GEE1.2 worth 0.818, GEE2.1 worth 0.835, GEE2.2 worth 0.767, GEE3.1 worth 0.747, GEE3.2 worth 0.757) Furthermore, the correlation results of green employee sustainability indicators (GES1.1 worth 0.963, GES1.2 worth 0.962, GES2.1 worth 0.721, GES2.2 worth 0.721, GES3.1 worth 0.957, GES3.2 worth 0.960). Then the results of the correlation of green organizational climate with its indicators (GOC1.1 worth 0.860, GOC1.2 worth 0.863, GOC2.1 worth 0.812, GOC2.2 worth 0.863, GOC3.1 worth 0.813, GOC3.2 worth 0.813, GOC4.1 worth 0.712, GOC4.2 worth 0.740). Then the results of the mediation of green work motivation with its

indicators (GWM1.1 worth 0.741, GWM1.2 worth 0.765, GWM2.1 worth 0.769, GWM2.2 worth 0.745, GWM3.1 worth 0.721, and GWM3.2 worth 0.717, GWM4.1 worth 0.769, GWM4.2 worth 0.825, GWM5.1 worth 0.727, GWM 5.2 worth 0.821).

Another way to assess discriminant validity is by comparing the square roots of the values. *Average Variance Extracted* (AVE) of each construct with the correlation value between constructs in the model. A construct can be said to have good discriminant validity if the square root value of AVE is greater than the correlation between the construct and other constructs.

Table 3. AVE Test Results

Variables	Average Variance Extracted (AVE)	Information
<i>Green Employee Engagement</i>	0.633	Reliable
<i>Green Employee Sustainability</i>	0.788	Reliable
<i>Green Organizational Climate</i>	0.658	Reliable
<i>Green Work Motivation</i>	0.579	Reliable

Source: SmartPLS output, 2025.

Based on table 3, it can be seen that the green employee engagement variable has an AVE value of $0.633 > 0.50$, the green employee sustainability variable has an AVE value of $0.788 > 0.50$, the green organizational climate variable has an AVE value of $0.658 > 0.50$, the green work motivation variable has an AVE value of $0.579 > 0.50$. Based on the AVE results, all research variables (GEE, GES, GOC, and GWM) have a value ≥ 0.50 , so it can be concluded that all constructs in this study have good convergent validity according to the criteria of Hair et al.. (2019). Thus, all latent variables are declared reliable.

Table 4. Results of Discriminant Validity Testing (Fornell Larcker Criterion)

	<i>Green Employee Engagement</i>	<i>Green Employee Sustainability</i>	<i>Green Organizational Climate</i>	<i>Green Work Motivation</i>
<i>Green Employee Engagement</i>	0.769			
<i>Green Employee Sustainability</i>	0.884	0.888		
<i>Green Organizational Climate</i>	0.576	0.618	0.811	
<i>Green Work Motivation</i>	0.761	0.789	0.822	0.873

Source: SmartPLS output, 2025.

Based on Table 4, it can be concluded that the square root of the Average Variance Extracted (AVE) for each construct is higher than the correlation value between constructs in the model. This indicates that each construct in the model meets the criteria for discriminant validity.

Reliability Test

Table 5. Composite Reliability & Cronbach's Alpha Test Results

Variables	Cronbach's Alpha	Composite Reliability	Information
<i>Green Employee Engagement</i>	0.887	0.909	Reliable
<i>Green Employee Sustainability</i>	0.943	0.955	Reliable
<i>Green Organizational Climate</i>	0.925	0.927	Reliable
<i>Green Work Motivation</i>	0.920	0.929	Reliable

Source: SmartPLS output, 2025.

Based on Table 5, it can be seen that the test results for the composite reliability and Cronbach's alpha values showed satisfactory results, as all latent variables had values above 0.70. Thus, it can be concluded that all constructs in the model have a good level of reliability.

HTMT Test Results (Heterotrait Monotrait Ratio)

Table 6. HTML(Heterotrait Monotrait Ratio)

Variables	GEE	GOC	GWM	GES
GEE	-	0.72	0.81	0.79
GOC	0.72	-	0.84	0.76
GM	0.81	0.84	-	0.88
GES	0.79	0.76	0.88	-

Source :Smart OutputPLS, 2025.

Based on table 4.10, the results of the discriminant validity test using HTMT show that all HTMT values between constructs are below 0.90. According to Henseler et al. (2015), HTMT < 0.90 is said to have met the discriminant validity, if HTMT > 0.90 then the discriminant validity is not met. Thus, it can be concluded that all constructs in this study have met the discriminant validity criteria.

Structural Model Testing Results / Hypothesis Testing (Inner Model)

R-Square Value Test Results

Table 7. Results of R-Square Value Testing

Endogenous Variables	R-Square	R-Square Adjusted
Green Employee Sustainability	0.827	0.823

Source: SmartPLS output, 2025.

Based on Table 4.11, the R-Square (R²) value of green employee sustainability is 0.827 with an Adjusted R-Square of 0.823. According to Hair et al. (2019), 0.75 (strong), 0.50 (moderate), 0.25 (weak). Thus, the R-Square value of 0.827 indicates that the model has very strong explanatory power. This means that the independent variables in the study (e.g., Green Employee Engagement, Green Organizational Climate, Green Work Motivation) are able to explain 82.7% of the variance in green employee sustainability.

Meanwhile, the Adjusted R-Square value of 0.823 indicates model consistency after adjusting for the number of predictors. This result demonstrates that green employee sustainability is significantly influenced by the independent variables in the study, with high explanatory power (82.7%). Thus, the research model has strong and reliable predictive ability.

Goodness of Fit (GoF) Model Test Results

Goodness of fit testing on the structural model (inner model) was performed using the predictive relevance (Q²) value. A Q² value greater than 0 indicates that the model has predictive relevance. The R-square value for each endogenous variable in this study can be seen in the following calculation:

$$R^2 \text{ Green Employee Sustainability} = 0.827$$

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.827)$$

$$Q^2 = 1 - 0.173$$

$$Q^2 = 0.827$$

Based on the results of the calculation, with the value $Q^2 = 0.827$, then your model has **predictive relevance very strong**. This means that the exogenous construct is able to predict the endogenous variable (green employee sustainability) well. Thus, the model is said to have good feasibility and relevant predictive value.

F-Square Test Results

Table 8. Results of F-Square Value Testing

F-Square Variable	F-Square	Information
Green Employee Engagement	0.635	Big
Green Organizational Climate	0.022	Currently
Green Work Motivation	0.154	Big

Source: Smart PLS Output, 2025.

Based on Table 8, it shows that the Green Employee Engagement variable has a value of 0.635 which falls into the large effect category, the Green Organizational Climate variable has a value of 0.022 which falls into the medium effect category, and the Green Work Motivation variable has a value of 0.154 which falls into the large effect category. Thus, it can be concluded that all independent variables provide a significant contribution in explaining the Green Employee Sustainability variable.

Hypothesis Testing

Table 9. Hypothesis Testing Results

Connection	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Direct Influence				
Green Employee Engagement → Green Employee Sustainability	0.584	8,582	0.000	Accepted
Green Organizational Climate → Green Employee Sustainability	0.138	1,783	0.075	Rejected
Green Work Motivation → Green Employee Sustainability	0.482	4,303	0.000	Accepted
Green Employee Engagement → Green Work Motivation	0.429	9,804	0.000	Accepted
Green Organizational Climate → Green Work Motivation	0.626	16,669	0.000	Accepted
Indirect Influence				
Green Employee Engagement → Green Work Motivation → Green Employee Sustainability	0.207	3,697	0.000	Accepted
Green Organizational Climate → Green Work Motivation → Green Employee Sustainability	0.301	4,243	0.000	Accepted

Source: SmartPLS output, 2025.

The basis for decision making, based on the T-Statistic value with a significance level of 0.05, is explained by Haryono (2017:410).

- a. If the P-value > 0.05 or the calculated t-value $<$ the table t-value, then the hypothesis is rejected.
- b. On the other hand, if the P-value < 0.05 or the calculated t-value $>$ the table t-value, then the hypothesis is accepted.

Based on the results of the hypothesis testing in Table 4.13 above, the following conclusions can be drawn:

a) H1: Green Employee Engagement has a positive and significant effect on Green Employee Sustainability

The test results show that green employee engagement (X1) has a positive and significant influence on green employee sustainability (Y) with a p-value of $0.000 < 0.05$, so H1 is accepted. This finding indicates that the higher the level of employee involvement in environmentally friendly activities and values in the company, the higher the level of sustainability of environmentally friendly work behavior they demonstrate. Employees who are aware of and actively involved in the company's environmental programs tend to be more consistent in implementing sustainable work practices, such as saving energy, reducing paper use, and supporting other environmentally friendly policies.

Theoretically, these results align with the concept that strong engagement can foster positive attitudes and sustainable pro-environmental behavior. Green employee engagement reflects not only participation but also employees' emotional and cognitive commitment to the organization's environmental vision. In the context of the BCA Digital Customer Service Division, this engagement can be seen in the implementation of more efficient work processes, the digitization of paperless services, and support for the company's green banking initiatives. Therefore, strengthening green employee engagement is a crucial strategy for organizations to ensure the long-term sustainability of environmentally friendly behavior.

b) H2: Green Organizational Climate does not have a positive and significant effect on Green Employee Sustainability

Based on the test results, green organizational climate (X2) does not have a positive and significant effect on green employee sustainability (Y). This is evidenced by a p-value of $0.000 > 0.05$, so H2 is rejected. This finding indicates that even though the organization has built a work climate that supports environmental aspects, this does not necessarily directly encourage sustainable behavior at the individual employee level. In other words, the existence of pro-environmental policies, rules, or organizational culture does not automatically make all employees implement sustainable behavior consistently in their daily work activities.

This phenomenon suggests that other factors are more dominant in influencing the sustainability of employees' environmental behavior, such as personal motivation, individual awareness, or level of emotional involvement. In the case of the BCA Digital Customer Service Division, although the work environment and organizational systems already support the concept of being environmentally friendly, this may not fully translate into concrete, sustainable

behavior without the internalization of values and strong motivational drive from within the employees. Therefore, organizations need not only to create a green climate but also to ensure that these policies are understood, accepted, and actively implemented by each individual.

c) **H3: Green Work Motivation has a positive and significant effect on Green Employee Sustainability**

The results of the hypothesis testing show that green work motivation (Z) has a positive and significant effect on green employee sustainability (Y), with a p-value of $0.000 < 0.05$, so H3 is accepted. This proves that green work motivation based on environmental concern plays an important role in shaping sustainable work behavior. Employees who have an internal drive to support environmental sustainability tend to be more consistent in carrying out environmentally friendly actions, both in the use of resources, waste management, and in supporting company policies based on green initiatives.

Conceptually, motivation is one of the main factors driving individual behavior. Green work motivation encourages employees to work not only towards company targets but also towards a broader goal, namely environmental sustainability. In the context of BCA Digital, employees with this motivation will be more aware of utilizing digital technology to reduce the use of physical materials such as paper and ink. They will also be more open to innovations that support efficiency and sustainability. Thus, green work motivation has proven to be a crucial element in strengthening green employee sustainability in modern, environmentally-oriented organizations.

d) **H4: Green Employee Engagement has a positive and significant effect on Green Work Motivation**

Hypothesis testing shows that green employee engagement (X1) has a positive and significant influence on green work motivation (Z) with a p-value of $0.000 < 0.05$, so H4 is accepted. This finding indicates that the higher employee involvement in environmental activities and values in the workplace, the higher their motivation to behave in an environmentally friendly manner. Employees who feel involved in the company's environmental programs will have a stronger sense of belonging and an internal drive to actively contribute to maintaining the sustainability of the work environment.

This engagement can emerge through participation in environmental activities, the implementation of digital work systems, and support for the company's environmentally friendly policies. When employees feel that their contributions are recognized and have an impact, this will increase their work enthusiasm and motivation, in the context of green behavior. In the BCA Digital Customer Service Division, high engagement can encourage employees to take greater initiatives in providing more environmentally friendly services, such as prioritizing digital services and educating customers about utilizing digital channels. Thus, green employee engagement is a crucial factor in fostering green work motivation in a digital workplace.

e) **H5: Green Organizational Climate has a positive and significant effect on Green Work Motivation**

The analysis results show that green organizational climate (X2) has a positive and significant effect on green work motivation (Z) with a p-value of $0.000 < 0.05$, so H5 is accepted. This indicates that a green organizational climate that supports environmental sustainability can encourage the growth of environmentally friendly work motivation in employees. When employees work in an environment that actively promotes green values, they will feel encouraged to adjust their behavior to align with the organization's vision and mission.

Green organizational climate A strong corporate culture creates social norms and positive pressure for employees to contribute to environmentally friendly activities. This can include implementing paperless policies, saving energy, and using environmentally friendly technology in daily operations. In the context of BCA Digital, a work environment that emphasizes the importance of sustainability clearly signals that environmental contributions are a vital part of employee performance.

f) **H6: Green Employee Engagement has a positive and significant effect on Green Employee Sustainability mediated by Green Work Motivation.**

The test results show that green work motivation (Z) is able to significantly mediate the relationship between green employee engagement (X1) and green employee sustainability (Y) with a p-value of $0.000 < 0.05$, so H6 is accepted. This means that green employee engagement not only has a direct effect on the sustainability of employees' environmentally friendly behavior, but also has an indirect effect through increasing the level of green work motivation. In other words, employee involvement in environmental programs will first increase environmental-based work motivation, then this motivation will encourage the formation of sustainable work behavior.

These findings reinforce the importance of green work motivation as a psychological mechanism that bridges employee engagement and sustainable behavior. In the context of the BCA Digital Customer Service Division, employees who actively engage in environmentally friendly work practices will feel more motivated to maintain consistent behavior in the long term. They not only follow the rules but also implement them with awareness and personal desire. Therefore, companies need to strengthen strategies that can increase engagement and foster internal motivation to create strong and consistent sustainable environmentally friendly behavior.

g) **H7: Green Organizational Climate has a positive and significant effect on Green Employee Sustainability mediated by Green Work Motivation.**

The test results show that green work motivation (Z) also significantly mediates the relationship between green organizational climate (X2) and green employee sustainability (Y) with a p-value of $0.000 < 0.05$, so H7 is accepted. This indicates that green organizational climate does not directly influence employee sustainability behavior, but this influence occurs through increasing green work motivation. This means that an organizational climate that supports sustainability will foster environmentally friendly work motivation first, which then forms sustainable work behavior in employees.

These findings suggest that motivation plays a key role in transforming organizational values into concrete actions at the individual level. While policies

and an organizational culture support green concepts, sustainable behaviors will only develop when employees have an internal drive to implement them. In the BCA Digital Customer Service Division, this is reflected in employees' readiness to adopt digital work habits, reduce paper use, and educate customers about environmentally friendly services. Therefore, organizational strategies need to focus not only on creating a green climate but also on strengthening individual motivation to optimally achieve green employee sustainability.

DISCUSSION

The Influence of Green Employee Engagement on Green Employee Sustainability

The results of the study indicate that green employee engagement has a positive and significant effect on green employee sustainability. This indicates that employee involvement in environmentally friendly work activities not only increases ecological awareness but also encourages more sustainable work practices in the long term. In an organizational context, engagement reflects the extent to which employees feel emotionally and cognitively involved in the company's environmentally friendly programs. Employees who are actively involved in green HRM activities tend to have a proactive attitude towards implementing sustainable work behaviors, such as managing resources efficiently, minimizing waste, and supporting the company's green banking initiatives. This indicates that engagement is not just physical presence, but also a commitment to sustainable values that encourages consistent environmentally friendly behavior. This is in line with research conducted by Purba & Nurbasari (2024) which found that companies that implement sustainability-oriented Green HRM policies can increase employee involvement in environmental initiatives which then affect overall organizational performance.

The Influence of Green Organizational Climate on Green Employee Sustainability

This hypothesis indicates that a green organizational climate does not have a positive and significant effect on green employee sustainability. Although an environmentally supportive organizational climate is built through policies, facilities, and a work culture that support sustainability, the results of this study indicate that this is not enough to directly encourage sustainable work behavior without other reinforcing factors. This indicates that organizations need to ensure that environmentally friendly values and policies are truly internalized in the thoughts and actions of each individual employee. For example, even if a company has implemented a paperless policy or energy efficiency incentives, if employees do not feel motivated or personally involved, behavioral change will not occur consistently. This means that a green organizational climate must be combined with approaches that trigger internal motivation to trigger sustainable behavior. Several studies have suggested that green organizational culture can influence employees' environmentally friendly behavior, but this effect is typically stronger through mediators such as motivation or job satisfaction, rather than directly. For example, research in the F&B industry found that green

organizational culture and motivation jointly influence green work practices, not directly.

Green Work Motivation towards Green Employee Sustainability

The test results show that green work motivation has a positive and significant effect on green employee sustainability. This finding suggests that work motivation focused on environmentally friendly goals increases the likelihood of employees adopting sustainable behaviors in the workplace. This environmentally friendly motivation includes both internal (e.g., ecological awareness) and external (e.g., company rewards or incentives) incentives that encourage employees to contribute to sustainability. When employees' motivation levels for environmentally friendly tasks are high, they not only follow regulations but also proactively seek ways to improve environmentally friendly work practices, such as waste reduction, efficient energy utilization, and the use of environmentally friendly digital technology. Research by Kurniawan et al. (2024) shows that green work motivation is an important factor bridging the relationship between HRM practices and environmentally friendly work behavior, thereby improving employees' environmentally friendly performance.

The Influence of Green Employee Engagement on Green Work Motivation

Data analysis shows that green employee engagement has a positive and significant effect on green work motivation. This means that employee involvement in company environmental initiatives and activities not only helps them understand the organization's sustainability goals but also increases their internal drive to actively contribute to those goals. Employees who feel involved in green programs tend to feel a personal connection to those goals, thus increasing their work motivation. This process illustrates the dynamic relationship between engagement and motivation: engagement provides context and deeper understanding, while motivation plays a role in driving concrete action. Research such as that conducted by Purba & Nurbasari (2024) states that green employee engagement in the context of sustainability practices can strengthen employee work motivation towards environmentally friendly behavior, thereby contributing to sustainability performance.

The Influence of Green Organizational Climate on Green Work Motivation

The test results show that a green organizational climate has a positive and significant effect on green work motivation. This indicates that when an organization creates a work climate that supports sustainability through pro-environmental policies, facilities, culture, and values, it can increase employee motivation to implement environmentally friendly work practices. A green organizational climate provides a clear signal to employees that behaviors that support sustainability are important and valued, so they are more motivated to actively engage in their implementation. In other words, an environmentally friendly work climate helps build environmental cues that increase employees' internal readiness to take pro-environmental actions. Research in the food and

beverage industry found that a green organizational climate, along with green work motivation, influences environmentally friendly work practices.

Green Employee Engagement towards Green Employee Sustainability is mediated by Green Work Motivation

The findings show that green work motivation significantly mediates the relationship between green employee engagement and green employee sustainability. This means that employee engagement not only directly influences sustainable behavior but also through increased motivation for environmentally friendly work. This mediation indicates a psychological intermediation process, where engagement creates motivation, which then influences sustainable behavior. Employees who feel their engagement is valued tend to feel more internally motivated to behave pro-environmentally in their daily work activities. This is reinforced by international research showing that green work engagement often acts as a mediating pathway between HRM practices and environmentally friendly work behavior.

Green Organizational Climate towards Green Employee Sustainability is mediated by Green Work Motivation.

The test results also show that green work motivation significantly mediates the relationship between green organizational climate and green employee sustainability. This suggests that the impact of a green organizational climate on employee sustainable behavior is not direct; rather, it occurs through increased environmentally oriented work motivation. A green organizational climate that supports sustainability creates positive perceptions of organizational values, thus encouraging employees' internal motivation to consistently implement environmentally friendly practices.

CONCLUSION

This study concludes that green employee engagement, green organizational climate, and green work motivation have a positive and significant impact on green employee sustainability among employees in the BCA Digital customer service division. Employee engagement in sustainability-oriented work activities and an organizational climate that supports environmentally friendly values have been shown to increase long-term commitment, behavioral consistency, and personal initiative in supporting organizational sustainability.

Furthermore, green work motivation acts as a mediating variable, strengthening the influence of green employee engagement and green organizational climate on green employee sustainability. These findings confirm that the success of a sustainability strategy is determined not only by organizational policies and systems, but also by the internalization of green work motivation in employees, thus ensuring consistent sustainable behavior over the long term.

RECOMMENDATION

This study recommends that BCA Digital strengthen green employee engagement by increasing employee active involvement in sustainability programs, rewarding green contributions, and strengthening the role of leaders as role models for environmentally friendly behavior. Furthermore, the company needs to build a more consistent green organizational climate through policies, communications, and a work culture that concretely supports sustainability values in daily activities. Future research is recommended to expand the research subjects and variables, for example, by involving other divisions or different organizations and adding factors such as green leadership, green HRM, or workplace well-being. The use of mixed methods is also recommended to delve deeper into the psychological and behavioral aspects of employees related to work sustainability.

ADVANCED RESEARCH

Based on the research results and findings from the pre-survey phase, it is recommended that future researchers expand this research by adding or using other variables relevant to environmental sustainability issues within organizations. Some recommended variables include green organizational support, green transformational leadership, green human resource management, environmental awareness, green innovation, and green behavior (employee green behavior).

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