

THE EFFECT OF GREEN ORGANIZATIONAL CULTURE, GREEN TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE AT LANGSA CITY GENERAL HOSPITAL

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Abstract

This study examines the influence of Green Organizational Culture, Green Transformational Leadership, Job Satisfaction on Organizational Commitment and Organizational Citizenship Behavior, and tests the mediation effect of the Organizational Commitment variable. The sample in this study was 143 employees at Langsa City General Hospital. The analysis tool used was path analysis with the SEM (structural equation modeling) method using Amos. The results showed that each variable Green Organizational Culture, Green Transformational Leadership and Job Satisfaction had a positive and significant effect on Organizational Commitment and Organizational Citizenship Behavior and the Organizational Commitment variable mediated Green Organizational Culture with the Organizational Citizenship Behavior variable in full mediation and the Organizational Commitment variable mediated Green Transformational Leadership with the Organizational Citizenship Behavior variable in full mediation, and also the Organizational Commitment variable mediated Green Transformational Leadership with the Organizational Citizenship Behavior variable in full mediation

Keywords: *Green Organizational Culture, Green Transformational Leadership, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior*

INTRODUCTION

Environmental issues are an important part that must be considered by the business world, including hospitals. This environmental issue actually concerns environmental sustainability for us to pass on to future generations. Hospital management today is obliged to pay serious attention to environmental factors so that the implementation of leadership must also be environmentally aware. Environmentally aware leadership is usually called green transformational leadership. Human Resource Management (HR) must be environmentally friendly or Green Human Resources Management, in the future the concept of Green Resource Management will be an important component to ensure the successful implementation of sustainable concepts and strategies for organizations, Renwick et al. (2013),. Green Human Resources Management actually aims to ensure a responsibility for sustainability in managing human resources that care about the environment and organizations focus on encouraging characteristics and practices that are responsible for environmental sustainability.

Organizational Citizenship Behavior is a free behavior of employees that supports the social environment and psychological environment where tasks are carried out in an organization, and includes positive behaviors such as helping coworkers and doing work that is not actually their job and responsibility willingly (Maric et al. 2019). On the other hand, Organizational Citizenship Behavior is influenced by certain factors, among others, internal factors are factors that occur Organizational Citizenship Behavior comes from within the individual employees of the organization, such as personality and positive attitudes. While external factors are factors that come from the external environment of work and work situations, such as organizational support and organizational justice. In addition, Organizational Commitment is also no less important, Organizational Commitment is a psychological state of organizational employees that binds

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individuals to the organization where they work and encourages them to have commitment and stay and participate actively in order to achieve organizational goals (Kreiner et al. 2014). Of course, Organizational Commitment is influenced by several certain factors. There are several factors that can influence Organizational Commitment, namely Personal, which concerns the personal characteristics of employees including gender, age, personality traits, age, level of education and marital status, then Situational, which concerns the values of the organization, job characteristics, organizational justice and organizational support, then Positional, this concerns the length of service and level of work or position.

Organizational Commitment affects Organizational Citizenship Behavior. Organizational Commitment refers to individual attachment, involvement, and loyalty to the organization, Aisyah (2020) and Mustika et al. (2020), Employees who are committed to their organization are more likely to engage in behaviors and brushes that go beyond or above the formal job requirements that are their main duties and functions and they contribute better than the overall function and success of the organization. This is because employees who are committed will view their organization as a place where they hang their lives and lives and become a source of personal fulfillment and feel a great obligation to give back to the organization.

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Green Organizational Culture also needs to be considered, Green Organizational Culture is something that refers to the way members of an organization accept, understand, and act on the principles of sustainability and the environment. In general, Green Organizational Culture refers to values, norms, beliefs, and actions that promote environmentally friendly practices in an organization. This includes the attitudes and behaviors of employees, leaders, and management on environmental issues, such as energy conservation, waste management, use of environmentally friendly materials, and sustainability (Glavič et al., 2012). Green Organizational Culture has important benefits in improving the role and function of the organization, especially in ensuring environmental balance and sustainability. Companies are also starting to encourage an environmentally friendly culture and shape employee behavior so that in carrying out company operations they always think and act more environmentally friendly (Aggarwal & Agarwala, 2021; Lülfs & Hahn, 2013).

Green Organizational Culture can increase the value and sense of meaning and purpose of employees in carrying out their work. On the other hand, Green Organizational Culture will also increase their commitment to the organization. Green Organizational Culture can lead to higher Organizational Commitment and employee motivation, and will then be able to increase Organizational Citizenship Behavior. In addition, Green Transformational Leadership is also considered important. Green Transformational Leadership is a characteristic of a leader to encourage his colleagues to achieve environmental goals in company operations and motivate them to behave in a caring manner towards the environment (Chen et. al, 2013). Robertson and Barling (2017) explain that Green Transformational Leadership can change and improve employees' green perceptions and behaviors so that they also improve the company's performance sustainably. In this case, we can see that the green ideas brought by leaders in a company will not only save and maintain environmental sustainability, but the green vision brought by company leaders will also provide positive performance for the company and can also guarantee the sustainability of the company.

Job satisfaction is a general attitude toward one's job as the difference between the amount

of rewards an employee receives and the amount of rewards they believe they should receive (Robbins et al., 2014). According to Robbins and Coulter (2012), job satisfaction reflects an individual's overall attitude toward their job. A person who is satisfied with their job has a positive attitude toward their job, while a person who is dissatisfied with their job has a negative attitude toward their job. The current phenomenon seen in hospital management in Langsa City is that Organizational Citizen Behavior is still not very familiar and employees do not fully understand the concept and practice of Organizational Citizen Behavior, how Green Organizational Culture is, how Green Transformational Leadership is so that Job Satisfaction related to environmentally friendly hospital management is also not yet optimal. Employees' understanding of all these concepts is something that must be a concern. So far, research shows that there is still inconsistency regarding the company's Green Organizational Culture towards the environmentally friendly behavior of employees.

AlSwidi, et al (2021) showed that a company's green culture is positively and significantly related to employees' green behavior. They explained that all green company practices and policies improve employee capabilities, motivate employees to engage in more environmentally friendly production activities, and fully participate in available opportunities to develop a more environmentally friendly organization. However, other studies such as Yeşiltaş, et al (2022) found that the implementation of an environmentally friendly culture in a company only has an impact on increasing employee environmental awareness but does not trigger employee environmentally friendly behavior.

In addition, it has been felt that the management of environmentally aware employee performance and the low level of organizational understanding of environmentally friendly programs have not been maximized, have encouraged the author to conduct in-depth research that is insightful and pro-environment so that both at the micro level (go green issues in an organization) and macro level (achieving the green performance targets of an organization nationally) require serious attention through alternative environmentally aware solutions based on in-depth studies and have been tested empirically.

LITERATURE REVIEW

Green Organizational Culture

Glavič et al., (2012) define Green Organizational Culture as referring to the way organizational members accept, understand, and act on sustainability and environmental principles. In general, Green Organizational Culture refers to values, norms, beliefs, and actions that promote environmentally friendly practices within an organization. This includes the attitudes and behaviors of employees, leaders, and management on environmental issues, such as energy saving, waste management, use of environmentally friendly materials, and sustainability.

Leadership

According to Sutikno et al. (2014), leadership in an organization is directed to influence the people he leads, so that they are willing to act as expected or directed by others who lead them. Each leader has his own leadership style in leading the work of his subordinates. According to Edison et al. (2016), leadership style is the way a leader acts or how he influences his members to achieve certain goals.

Green Transformational Leadership

Chen et. al, (2013) defines that Green Transformational Leadership is a characteristic of a leader to encourage his colleagues to achieve environmental goals in the company's operations and motivate them to behave in a way that cares about the environment. Managers who demonstrate environmental Transformational Leadership behavior can be considered role models for employees by sharing environmental values, discussing the importance of sustainability, and demonstrating

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commitment to environmental issues (Graves et al. 2013).

Job Satisfaction

Robbins et al. (2014) stated that job satisfaction is a general attitude towards one's work as the difference between the amount of rewards received by employees and the amount of rewards they believe they should receive, while according to Priansa (2014) job satisfaction is an employee's feelings towards their work, whether they are happy? Like or dislike/dislike as a result of employee interaction with their work environment or as a perception of mental attitude, also as a result of employee assessment of their work. Employees' feelings towards their work reflect their attitudes and behavior at work.

Organizational Commitment

Chang et al. (2021) explained that Organizational Commitment is a form of individual or employee desire to remain in the organization and actively carry out activities to achieve and fulfill organizational goals, and individual beliefs in the values and goals of the organization. On the other hand, Chen et al. (2021) also defines Organizational Commitment as an emotional, normative, or instrumental attachment of employees or individuals to the organization where they work that will encourage the achievement of organizational performance.

Organizational Citizenship Behavior

Maric et al. (2019) stated that Organizational Citizenship Behavior is a free behavior of employees that supports the social environment and psychological environment where tasks are carried out in an organization, and includes positive behavior such as helping coworkers and doing work that is not actually their task and responsibility willingly.

Conceptual Framework

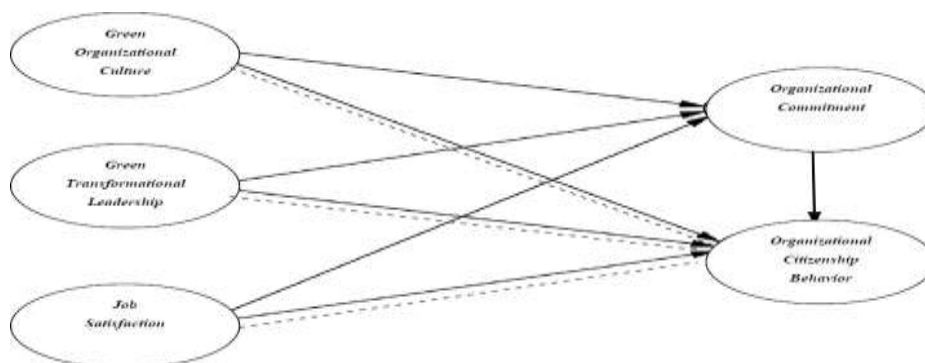


Figure 1 Research Concept Framework

IMPLEMENTATION METHOD

Research Objects and Locations

The objects in this study were employees at a hospital in Langsa City. The researcher deliberately chose 3 (three) largest hospitals in Langsa City, namely Langsa Regional General Hospital located at Jl. General Ahmad Yani No. 1, Gampong Jawa, Langsa City District, Langsa City Aceh 24416. Then Cut Meutia Medika Nusantara Hospital located at Jl. and Next, Cut Nyak Dhien Hospital located at Jl. TM Bahrum No. 1, Langsa Baro, Gampong Jawa, Langsa City District, Langsa City, Aceh 24375. The selection of these two hospitals is

expected to represent the actual conditions of each variable in the Hospitals in Langsa City.

Population and Research Sample

The population in this study were permanent employees at Langsa Regional General Hospital, Cut Meutia Medika Nusantara Hospital and Cut Nyak Dhien Hospital in Langsa City. The total population was 143 employees. This study used a saturated sampling technique, where the sample was determined by using all members of the population as samples. This is usually done when the population is small. Census is another word for saturated sample, which includes all members of the population (Sugiyono, 2011). In this study, all employees at Langsa Regional General Hospital, Cut Meutia Medika Nusantara Hospital and Cut Nyak Dhien Hospital in Langsa City, totaling 143 people, were selected by census. The number of samples is already valid in the Structural Equation Modeling (SEM) analysis model.

Method of collecting data

The data collection method used in this study is by using a questionnaire instrument, namely a collection of written questions to obtain information from respondents. In this research questionnaire there are two types of statements/questions, namely (1) statements related to the measurement of research variables; (2) questions related to respondent data. The questionnaire is made with structured statements/questions and provides answers in the form of a scale with answers that are adjusted to the statements/questions so that it is easier for respondents to answer and avoid bias. The measurement used is the Likert Scale where each statement has an answer interval of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree).

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RESULTS

Structural Equation Modeling Analysis(Full Model)

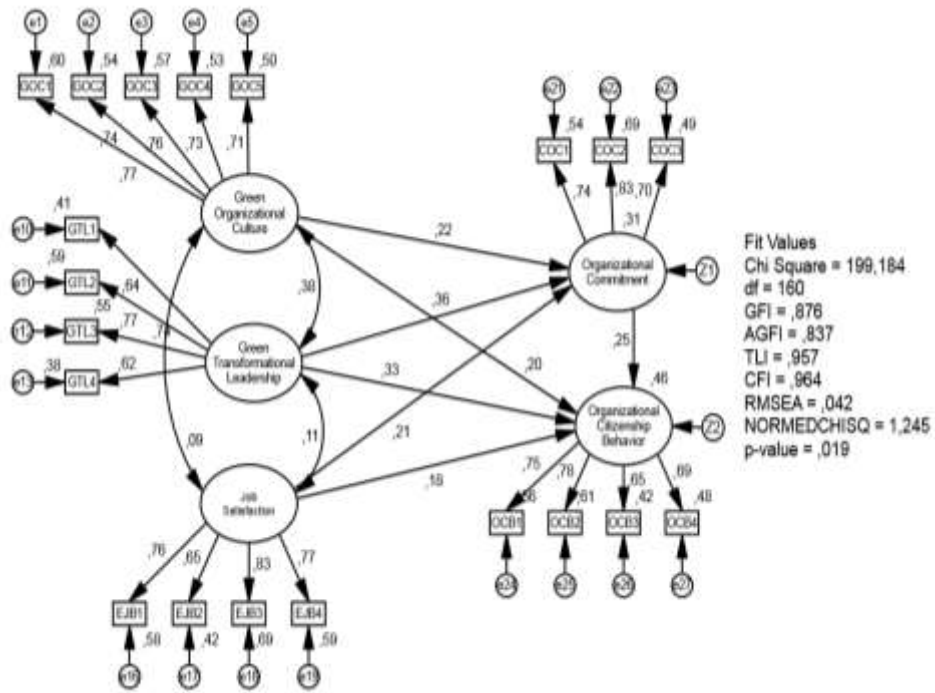


Figure 2 Full Research Model Before Modification

**Table 1
Goodness of Fit Indexes for Full Model Before Modification**

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 Chi-Square Statistics	Expected Small	199,184	Good
Probability	≥ 0.05	0.019	Marginal
CMIN/DF	≤ 2.00	1,244	Good
GFI	≥ 0.90	0.876	Marginal
AGFI	≥ 0.90	0.837	Marginal
TLI	≥ 0.95	0.957	Good
CFI	≥ 0.95	0.964	Good
RMSEA	≤ 0.08	0.042	Good

The results of the goodness of fit analysis show that the overall model evaluation has met the established criteria, except for the value Probability, GFI and AGFI which is still marginal. To improve the goodness of fit value, modifications need to be made by connecting the suggested error Covariances as stated in Table 5.22 as follows:

Table 2 Covariance: (Group number 1 - Default model)

	MI	Change of Partners
e25 <--> e27	4,849	0.095
e24 <--> e26	4,247	0.101
e23 <--> Green_Organizational_Culture	5,889	0.119
e23 <--> Z2	8,392	-0.110
e19 <--> Z2	4,369	-0.076
e18 <--> Z2	6,955	0.095
e18 <--> e23	5,947	0-,105
e13 <--> Z2	7,609	0.110
e13 <--> e24	7,153	0.125
e13 <--> e17	4,563	-0.116
e11 <--> e24	4,529	-0.096
e10 <--> Job_Satisfaction	7,871	-0.139
e10 <--> Z1	7,052	0.119
e4 <--> Z2	4,306	-0.078
e4 <--> e23	6,078	0.111
e2 <--> e22	6,368	-0.114
e1 <--> e24	5,057	0.096
e1 <--> e13	6,172	0.115

Figure 3 below is a full image of the research model that has been modified and the full model image is as follows:

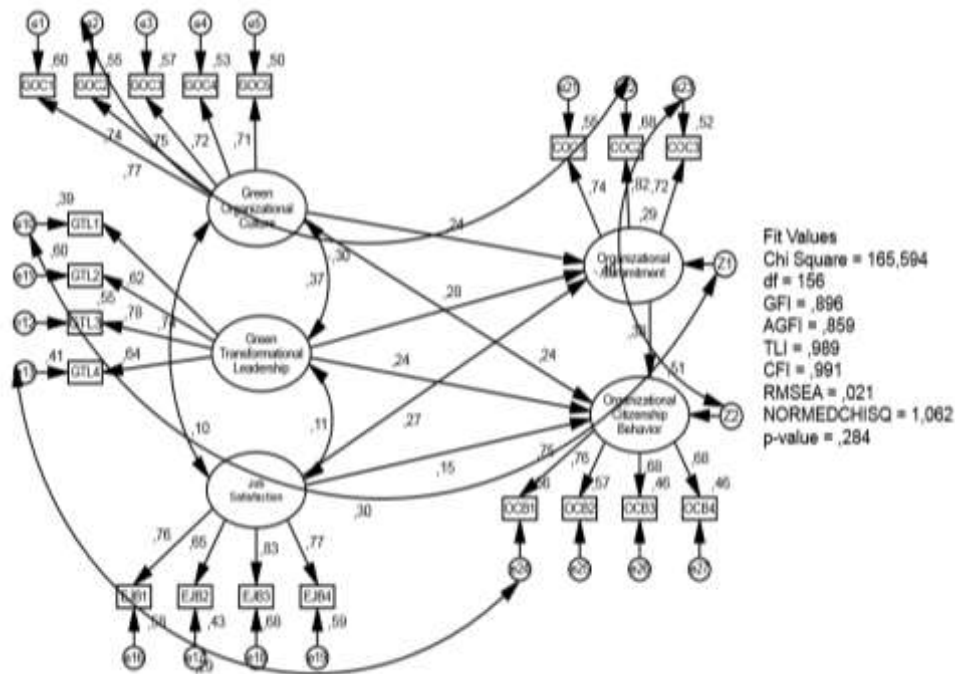


Figure 3 Full Model After Modification

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To see the results of the goodness of fit test, see Table 3.

Table 3
Goodness of Fit Indexs for Full Model After Modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 Chi-Square Statistics	Expected Small	165,594	Good
Probability	≥ 0.05	0.284	Good
CMIN/DF	≤ 2.00	1,061	Good
GFI	≥ 0.90	0,896	Marginal
AGFI	≥ 0.90	0,859	Marginal
TLI	≥ 0.95	0,989	Good
CFI	≥ 0.95	0,991	Good
RMSEA	≤ 0.08	0,021	Good

The results of the goodness of fit analysis show that after modifications were made to all criteria, the values set were better than before, except...GFI and AGFI which is still marginal. Thus, overall this research model has been fit. To see how much influence the exogenous variables (Green Organizational Culture, Green Transformational Leadership and Organizational Citizenship Behavior) have on the intervening variables (Organizational Commitment) and endogenous variables (Organizational Citizenship Behavior) are displayed in Table 4:

Table 4
The Influence of Exogenous Variables on Endogenous Variables

			Estimate	SE	CR	P
Organizational Commitment	<---	Green Organizational Culture	0.219	0.096	2,146	0.032
Organizational Commitment	<---	Green Transformational Leadership	0.361	0.112	3,245	0.001
Organizational Commitment	<---	Job Satisfaction	0.214	0.093	2,292	0.022
Organizational Citizenship Behavior	<---	Green Organizational Culture	0.198	0.085	2,042	0.041
Organizational Citizenship Behavior	<---	Green Transformational Leadership	0.331	0.106	2,934	0.003
Organizational Citizenship Behavior	<---	Job Satisfaction	0.184	0.083	2,052	0.040
Organizational Citizenship Behavior	<---	Organizational Commitment	0.252	0.105	2,233	0.026

Based on the results of data analysis as shown in Table 4, it can be explained that all exogenous variables (Green Organizational Culture, Green Transformational Leadership, and

Green Organizational Culture) have a significant direct influence on Organizational Commitment and Organizational Citizenship Behavior, and Organizational Commitment has a significant influence on Organizational Citizenship Behavior.

Mediation Effect Test

To see the influence of the mediation effect, we must first see how big the direct effect, indirect effect and total effect are. Based on the test conducted using Amos, the results are as in Table 5.

Table 5
Standardized Direct, Indirect & Total Effects

	Job Satisfaction	Green Transformational Leadership	Green Organizational Culture	Organizational Commitment	Organizational Citizenship Behavior
Direct Effects					
Organizational Commitment	0.214	0.361	0.219	0	0
Organizational Citizenship Behavior	0.184	0.331	0.198	0.252	0
Indirect Effects					
Organizational Commitment	0	0	0	0	0
Organizational Citizenship Behavior	0.054	0.091	0.055	0	0
Total Effects					
Organizational Commitment	0.214	0.361	0.219	0	0
Organizational Citizenship Behavior	0.238	0.422	0.253	0.252	0

From Table 5 it is known that the direct influence of Green Organizational Culture on Organizational Commitment is 0.219 and towards Organizational Citizenship Behavior of 0.198. Then the direct influence between Green Transformational Leadership and Organizational Commitment is 0.361 and Green Transformational Leadership on Organizational Citizenship Behavior amounting to 0.331. Furthermore, the direct influence between Job Satisfaction and Organizational Commitment is 0.214 and towards Organizational Citizenship Behavior of 0.184. While the direct influence between Organizational Commitment on Organizational Citizenship Behavior is 0.252. In addition to the direct influence, Table 5 also shows the indirect influence between the three exogenous variables on the endogenous variables, namely the indirect influence of the Green Organizational Culture variable on Organizational Citizenship Behavior of 0.055, the Green Transformational Leadership variable has an indirect effect on Organizational Citizenship Behavior of 0.091 and the indirect influence between the Job Satisfaction variable and Organizational Citizenship Behavior is 0.054.

The total influence between the influence of Green Organizational Culture on Organizational Commitment is as large as the direct influence, namely 0.219, while on Organizational Citizenship Behavior the total influence is 0.253. The total influence of the Green Transformational Leadership variable on Organizational Commitment is also the same as the direct influence between the variables, namely 0.361, while on Organizational Citizenship Behavior the total influence is 0.422, while on Organizational Citizenship Behavior the total influence is 0.238. And the total influence of the Job Satisfaction variable on Organizational Citizenship Behavior is 0.238. Meanwhile, the total influence on Organizational Commitment is as large as its direct influence, which is 0.214.

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Hypothesis Testing

Table 6 Hypothesis Test Results

Hypothesis Statement	Estimate Std.	SE	CR	P	Conclusion
1. Green Organizational Culture has a positive and significant influence on Organizational Commitment of Hospitals in Langsa City.	0.219	0.096	2,146	0.032	Accepted (Data Supporting Model)
2. Green Transformational Leadership has a positive and significant influence on Organizational Commitment of Hospitals in Langsa City	0.361	0.112	3,245	0.001	Accepted (Data Supporting Model)
3. Job Satisfaction is positive and significant towards Organizational Citizenship Behavior of Hospitals in Langsa City	0.214	0.093	2,292	0.022	Accepted (Data Supporting Model)
4. Green Organizational Culture has a positive and significant influence on Organizational Citizenship Behavior of Hospitals in Langsa City.	0.198	0.085	2,042	0.041	Accepted (Data Supporting Model)
5. Green Transformational Leadership has a positive and significant influence on Organizational Citizenship Behavior of Hospitals in Langsa City.	0.331	0.106	2,934	0.003	Accepted (Data Supporting Model)
6. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior of Hospitals in Langsa City	0.184	0.083	2,052	0.040	Accepted (Data Supporting Model)
7. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior of Hospitals in Langsa City	0.252	0.105	2,233	0.026	Accepted (Data Supporting Model)
8. Organizational Commitment mediates between Green Organizational Culture and Organizational Citizenship Behavior	0.055	0.033	1,653	0.098	Accepted (Data Supporting Model)
9. Organizational Commitment Mediates Green Transformational Leadership and Organizational Citizenship Behavior	0.091	0.047	1,924	0.054	Accepted (Data Supporting Model)
10. Organizational Commitment mediates between Job Satisfaction and Organizational Citizenship Behavior	0.054	0.032	1,660	0.096	Accepted (Data Supporting Model)

DISCUSSION

The Influence of Green Organizational Culture on Organizational Commitment of Hospitals in Langsa City

The results of this study indicate that there is an influence between Green Organizational Culture and Organizational Commitment of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.096 with a CR-critical ratio value that is much greater than the minimum CR required of 1.96, amounting to (2.146 > 1.96) and a probability that is smaller than the error rate (alpha) $\alpha = 0.05$ of (0.032 < 0.05), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Green Organizational Culture is equal to zero is rejected. H

The Influence of Green Transformational Leadership on Organizational Commitment of Hospitals in Langsa City

The results of this study indicate that there is an influence between Green Transformational Leadership and Organizational Commitment of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.112 with a CR-critical ratio value that is much larger than the minimum CR required of 1.96, which is (3.245 > 1.96) and a probability that is smaller than the error rate (alpha) $\alpha = 0.05$, which is (0.001 < 0.05), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Green Transformational Leadership is equal to zero is rejected.

The Influence of Job Satisfaction on Organizational Commitment of Hospitals in Langsa City.

The results of this study indicate that there is an influence between Job Satisfaction and Organizational Commitment of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.093 with a CR-critical ratio value that is much larger than the minimum CR required of 1.96, which is (2.292 > 1.96) and a probability that is smaller than the error rate (alpha) $\alpha = 0.05$, which is (0.022 < 0.05), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Job Satisfaction equal to zero is rejected.

The Influence of Green Organizational Culture on Organizational Citizenship Behavior of Hospitals in Langsa City

The results of this study indicate that there is an influence between Green Organizational Culture and Organizational Citizenship Behavior of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.085 with a CR-critical ratio value that is much greater than the minimum CR required of 1.96 of (2.042 > 1.96) and a probability that is smaller than the error rate (alpha) $\alpha = 0.05$ of (0.041 < 0.05), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Green Organizational Culture is equal to zero is rejected. The results of this study accept the first hypothesis which states that Green Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior. This means that if a good Green Organizational Culture will increase Organizational Citizenship Behavior.

The Influence of Green Transformational Leadership on Organizational Citizenship Behavior of Hospitals in Langsa City

The results of this study indicate that there is an influence between Green Transformational Leadership and Organizational Citizenship Behavior of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.106 with a CR-critical ratio value that is much larger than the minimum CR required of 1.96, which is (2.934 > 1.96) and a probability that is smaller than the error rate (alpha) $\alpha = 0.05$, which is (0.003 < 0.05), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Green Transformational Leadership is equal to zero is rejected.

Influence Job Satisfaction towards Organizational Citizenship Behavior of Hospitals in Langsa City

The results of this study indicate that there is an influence between Job Satisfaction and Organizational Citizenship Behavior of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.083 with a CR-critical ratio value that is much greater than the minimum CR required of 1.96 of (2.052 > 1.96) and a probability

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that is smaller than the error rate (alpha) $\alpha = 0.05$ of ($0.040 < 0.05$), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Job Satisfaction equal to zero is rejected. The results of this study accept the third hypothesis which states that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This means that if Job Satisfaction is implemented in this hospital, then Organizational Citizenship Behavior will increase.

The Influence of Organizational Commitment on Organizational Citizenship Behavior of Hospitals in Langsa City

The results of this study indicate that there is an influence between Organizational Commitment and Organizational Citizenship Behavior of Hospitals in Langsa City. This influence is proven by the standardized estimate coefficient value of 0.105 with a CR-critical ratio value that is much greater than the minimum CR required of 1.96 of ($2.233 > 1.96$) and a probability that is smaller than the error rate (alpha) $\alpha = 0.05$ of ($0.026 < 0.05$), thus it can be stated as significant and therefore it can be concluded that the hypothesis of Organizational Commitment is equal to zero is rejected. The results of this study accept the fourth hypothesis which states that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. This means that if the Organizational Commitment in this hospital is good, then Organizational Citizenship Behavior will increase.

Analysis of Mediation Effect (Intervening)

Organizational Commitment Mediates Green Organizational Culture with Organizational Citizenship Behavior of Hospitals in Langsa City

The results of this study indicate that Organizational Citizenship Behavior, in addition to being directly influenced by Green Organizational Culture, can also be influenced by the Organizational Commitment variable. Whether Organizational Commitment acts as a mediating variable that indirectly influences the Green Organizational Culture variable with Organizational Citizenship Behavior can be seen from the test results by referring to the theory of Baron & Kenny (1986) with the Sobel test tool developed by Preacher and Hayes (2004).

Organizational Commitment Mediates Green Transformational Leadership with Organizational Citizenship Behavior of Hospitals in Langsa City.

Organizational Citizenship Behavior, in addition to being directly influenced by Green Transformational Leadership, can also be influenced by the variable Organizational Commitment. Whether Organizational Commitment acts as a mediating variable that indirectly influences the variable Green Transformational Leadership with Organizational Citizenship Behavior can be seen from the test results by referring to the theory of Baron & Kenny (1986) with the Sobel test tool developed by Preacher and Hayes (2004).

Organizational Commitment Mediates Job Satisfaction with Organizational Citizenship Behavior in Hospitals in Langsa City.

Organizational Citizenship Behavior, in addition to being directly influenced by organizational culture, can also be influenced by the variable Organizational Commitment. Whether Organizational Commitment mediates the relationship between the variable Job Satisfaction with Organizational Citizenship Behavior Hospitals in Langsa City can be seen

from the results of testing with the Sobel test tool developed by Preacher and Hayes (2004).

Conclusion

1. Green Organizational Culture has a positive and significant influence on Organizational Commitment at Hospitals in Langsa City, this means that if Green Organizational Culture is good, Organizational Commitment will increase.
2. Green Transformational Leadership has a positive and significant influence on Organizational Commitment at Hospitals in Langsa City, this means that if Green Transformational Leadership is good, Organizational Commitment will increase.
3. Job Satisfaction has a positive and significant influence on Organizational Commitment at Hospitals in Langsa City, this means that if Job Satisfaction is implemented properly, Organizational Commitment will increase.
4. Green Organizational Culture has a positive and significant influence on Organizational Citizenship Behavior at Hospitals in Langsa City, this means that if Green Organizational Culture is good, Organizational Citizenship Behavior will increase.
5. Green Transformational Leadership has a positive and significant influence on Organizational Citizenship Behavior at Hospitals in Langsa City, this means that if Green Transformational Leadership is good, Organizational Citizenship Behavior will increase.
6. Job Satisfaction has a positive and significant influence on Organizational Citizenship Behavior at Hospitals in Langsa City, this means that if Job Satisfaction is provided properly, Organizational Citizenship Behavior will increase.
7. Organizational Commitment has a positive and significant influence on Organizational Citizenship Behavior at Hospitals in Langsa City, this means that if Organizational Commitment is fulfilled, Organizational Citizenship Behavior will increase.
8. Organizational Commitment provides a perfect mediation effect (full/perfect mediation) on Green Organizational Culture with Organizational Citizenship Behavior at Hospitals in Langsa City.
9. Organizational Commitment provides a perfect mediation effect (full/perfect mediation) on Green Transformational Leadership with Organizational Citizenship Behavior at Hospitals in Langsa City.
10. Organizational Commitment provides a perfect mediation effect (full/perfect mediation) on Job Satisfaction with Organizational Citizenship Behavior at Hospitals in Langsa City.

Suggestion

1. It is suggested to Hospital Leaders in Langsa City to pay more attention to Green Organizational Culture, especially being ready to Accept Mistakes, because it has received less attention from superiors. In addition, Innovation also needs to be considered because so far the organizational culture still follows the old ways.
2. It is recommended that Hospital Leaders in Langsa City pay more attention to Job Satisfaction, especially regarding...Absence or absence because so far the leader's supervision of the absence of his subordinates has not been optimal. In addition, regarding the desire to move bypermanent employees at Langsa Regional General Hospital, Cut Meutia Medika Nusantara Hospital and Cut Nyak Dhien Hospital to other hospitalsalso still worrying.
3. It is recommended that Hospital Leaders in Langsa City pay more attention to Organizational Commitment, especially regarding...Affective Commitment, because so

THE EFFECT OF GREEN ORGANIZATIONAL CULTURE, GREEN TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE AT LANGSA CITY GENERAL HOSPITAL

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far the psychological interest of employees in the Hospital has not felt safe and comfortable as it should.

Research Limitations

This study has several limitations, namely:

1. This study was limited to sampling at hospitals in 1 (one) city only, namely Langsa Regional General Hospital, Cut Meutia Medika Nusantara Hospital, and Cut Nyak Dhien Hospital, so that the results of this study cannot provide a comprehensive conclusion on the conditions of hospitals in other cities or districts in Aceh, so it is recommended for subsequent researchers to be able to take research locations in more than one sub-district or the province of Aceh so that the results of the study can provide a broader picture and benefits.
2. This study develops a research model using the Organizational Commitment variable as a mediator that mediates the relationship between the variables of Green Organizational Culture, Green Transformational Leadership and Job Satisfaction with Organizational Citizenship Behavior, in this study has limitations in presenting many previous studies due to time constraints and the availability of the literature in question in the library or online. Therefore, it is recommended for further researchers to provide more previous research by searching online journals from various languages. However, this study has contributed to science in order to add literature on the mediation effect of a variable, namely Organizational Commitment.

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