Linking Green Hrm, Ethical Leadership, And Organizational Culture to Sustainable Employee Performance: A Commitment-Based Mediation Model

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ABSTRACT

The Serang City Environmental Agency is a government institution that has the function and responsibility of maintaining environmental sustainability caused by human activities, both individually and collectively. The inquiry's purport resides in scrutinizing the modulatory effects of verdant human resource management, ethical stewardship, and corporate ethos upon organizational fealty, which in turn impinges upon perdurable productivity. A causal paradigm underpinned by quantitative modalities governed this research. Structural Equation Modeling-Partial Least Squares (SEM-PLS) facilitated data adjudication. Stratified aleatory sampling procured 100 respondents for the cohort. Verdant HRM stratagems were discerned to augment organizational allegiance, albeit sans direct incidence upon sustainable laborer efficacy. Ethical leadership substantially fortified both fealty and perdurable performance. Analogously, corporate ethos exerted propitious sway upon employee devotion, yet proffered no succor for sustained accomplishment. Ergo, organizational commitment was evinced as the pivotal moderator traversing verdant HRM, ethical leadership, corporate ethos, and laborer performance nexuses.

INTRODUCTION

Sustainability issues have become a strategic agenda in the governance of public sector organizations, especially institutions with a direct mandate for environmental management. The Environment Agency (DLH) of Serang City, Banten, as a local government body responsible for the protection, control, and management of the environment, faces performance demands that are not only administrative in nature but also oriented toward long-term sustainability. In this context, employee performance can no longer be measured solely by quantitative achievements, but rather by sustainable employee performance, which is consistent, ecologically responsible, ethical, and socially accountable.

Performance impediments persist within Indonesian public sector entities, manifesting as vacillations in ecologically conscientious comportment, recalcitrance toward metamorphosis, deficient assimilation of ethical canons, and organizational milieus insufficiently suffused with sustainability dogmata. The Serang City Environmental Agency confronts exacerbated exigencies from escalating urban ecological conundrums, paucity of human capital, and burgeoning imperatives for civic ministration. Workplace productivity may be deleteriously modulated by these covariates absent buttressing via ethical stewardship, robust corporate ethos aligned with sustainability tenets, and efficacious personnel stewardship.

Based on field observations and interview results, one real case is the pollution occurring in the Ciujung River, Banten. The Ministry of Environment recorded that 26 companies are suspected to be the main causes of pollution along the river, affecting hundreds of thousands of residents in four regencies in Banten Province. Law enforcement has been carried out by shutting down several illegal waste disposal sites and inspecting companies associated with this pollution issue. In addition, several factories in Cikande, Serang, were also temporarily closed by the central government for violating air emission controls, which caused significant air pollution in the urban areas. Surely, the authorities do not want this issue to get worse, such as the environmental damage occurring on the island of Sumatra. These situations indicate that the ineffectiveness of environmental management institutions at various levels of government is still closely related to structural environmental damage, both in cities like Serang and at the regional level like Sumatra. This confirms that the performance of employees and the entire organizational management system greatly affects the achievement of environmental goals.

In the realm of human resource management, Green Human Resource Management (Green HRM) has emerged as an important strategic approach for organizations focused on the environment, such as the Environmental Agency (DLH). Green HRM emphasizes the importance of integrating environmental values into all HR practices, including recruitment processes, training, performance evaluation, and reward systems. However, in practice, the implementation of Green HRM in the public sector is often normative and not fully internalized into employees' work behavior. This situation results in initiatives that support environmental sustainability not having a significant impact on the continuous improvement of employee performance (Muchsam et al. 2025)

In addition to the human resources system, leadership also plays a very important role. Ethical leadership becomes crucial because leaders are not only required to achieve performance targets but also must set an example in upholding honesty, fairness, and social responsibility. In public organizations, weak ethical leadership is often associated with a

lack of employee trust, decreased intrinsic motivation, and low organizational commitment. Without ethical leadership, the implementation of Green HRM policies and sustainability values will be difficult to carry out consistently at the operational level (Wijaya 2023).

Furthermore, organizational culture serves as a shared value system that shapes employees' thinking and behavior. An organizational culture that does not encourage innovation, participation, and environmental awareness can become a major barrier to creating sustainable performance. In public organizations, a bureaucratic, rigid, and procedural work culture often conflicts with the needs of sustainability, which require the ability to adapt and a long-lasting commitment (Purwati et al. 2025).

These three elements, namely Green HRM, ethical leadership, and organizational culture, operate in an integrated manner, influencing each other in creating employees' organizational commitment. Organizational commitment can be understood as a mental state that reflects emotional attachment, loyalty, and the desire of employees to contribute in a sustained manner. Employees with high levels of commitment usually demonstrate consistent performance, responsibility, and are less prone to work-related fatigue, thus forming the main foundation for sustainable employee performance (Lukito et al. 2025) and (Hendri 2025).

This conceptual nexus is predicated upon sundry antecedent inquiries. Foremost, augmented environmental perspicacity and eco-conscientious comportment among personnel are fostered by verdant HRM, thereby elevating perdurable performance. Secondly, organizational fealty is substantially fortified by ethical stewardship, yielding salutary sequelae for sustained efficacy. Thirdly, the conjuncture betwixt managerial stratagems and laborer productivity is amplified within value-infused corporate milieus. Contrariwise, the quaternary inquiry evinces organizational allegiance as the mediatory linchpin traversing stewardship, ethos, and perdurable employee accomplishment.

Such dynamics are acutely germane to Indonesian public entities oriented toward ecological imperatives, wherein lacunae persist in explorations of verdant HRM, ethical leadership, and corporate ethos vis-à-vis sustainable laborer performance, mediated by fealty. Ergo, this research imperatively redresses this eruditional void, propelling sustainable public sector personnel governance and furnishing theoretical illuminations.

Accordingly, the inquiry's telos resides in dissecting the modulatory incidence of verdant HRM, ethical stewardship, and organizational ethos upon perdurable employee efficacy at Banten's Serang City Environmental Agency, channeled through organizational commitment's mediatory conduit. Disclosures herein are poised to calibrate perdurable HRM stratagems, ameliorating local governmental laborer performance caliber and perpetuity.

The theoretical urgency of this study arises from the limited integration of concepts between Green Human Resource Management (Green HRM), ethical leadership, and organizational culture in understanding sustainable employee performance through interrelated psychological mechanisms. Although previous studies have discussed each variable separately, research that explores all three within a single mediation model based on organizational commitment, particularly in the context of the environmental public sector in developing countries, is still rare. On the other hand, from the perspective of social exchange and social learning theories, sustainable human resource policies, exemplary

ethical leader behavior, and values within organizational culture are considered capable of shaping employees' affective attitudes that ultimately lead to sustained performance. This gap creates an academic need to further explain the mechanisms of direct and indirect interactions between variables; therefore, this study is highly necessary to enrich the development of sustainable HRM theory and also to provide a more detailed empirical model for public organizations in achieving sustainable employee performance.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES Green HRM

Green Human Resource Management" (GHRM) in recruitment endeavors is predicated upon procuring personnel evincing ecological scrupulosity, resource thriftiness, and steadfast fealty to societal and planetary rectitude. GHRM influences environmental performance through eco-friendly knowledge as well as actions that support environmental conservation efforts (Sutisnawati 2023). Additionally, the implementation of GHRM also contributes to creating a competitive advantage for organizations and integrating business strategies with environmental aspects by raising awareness of environmental issues and enforcing international environmental regulations to achieve business sustainability. The paradigm of Green Human Resource Management (GHRM) was inauguraled by Renwick and Robertson during a 2008 colloquium. An assemblage of personnel stratagems constitutes GHRM, engineered to propel organizational ecological governance objectives via optimized resource husbandry (Muchsam et al. 2025). In the term of correlation that green HRM has a positive effect on organizational commitment as well as green HRM has a direct positive effect on sustainable employee performance.

Ethical Leardership

Ethical leadership is defined by Brown et al. (2005) as guiding behavior in accordance with norms through personal actions and interpersonal relationships, as well as encouraging such actions among group members through reciprocal communication, which enhances the quality of communication and decision-making. Without ethical leadership, the relationship between leaders and parties within the company will deteriorate. Ethical leadership supports employee success and develops their potential to resolve conflicts in the workplace, reduce negative behaviors, and address workforce inactivity (Nugroho & Amirudin 2022). Personal traits such as honesty, integrity, and mutual trust are crucial for leadership success. A leader will be considered ethical both in the company and in their personal life if they demonstrate concern for the community in their decision-making and the leadership style they implement (Wijaya 2023). In the term of correlation that Ethical leadership has a positive effect on organizational commitment. Ethical leadership has also a direct positive effect on sustainable employee performance.

Organizational Culture

Corporate ethos, embodying a constellation of shared dogmata, mores, convictions, attitudinal dispositions, and behavioral repertoires, delineates one enterprise from another. These constituents, integral to organizational culture's architectonic essence, are enshrined therein (Nusannas, 2016). Sundry manifestations of corporate ethos are enumerated by Robbins in Pratama and Widya et al. (2024), encompassing interpersonal communicative

modalities and associational praxis, alongside institutionalized precepts, traditions, and occupational protocols. Per Susanto (1997) as adduced in Putri and Yusuf (2022), organizational ethos comprises an assemblage of normative strictures modulating comportmental enactments and duty fulfillment in vocational spheres. Misalignments betwixt managerially envisaged culture and empirical corporate milieu may precipitate disaffection and suboptimal efficacy. When the former neglects to galvanize maximal human potentiality, personnel may perceive themselves as marginalized and undervalued (Purwati et al. 2025). In the term of correlation, organizational culture has a positive effect on organizational commitment. Moreover, organizational culture has a direct positive effect on economic inclusivity.

Organizational Commitment

Organizational fealty is evinced by personnel through resolute perseverance within the enterprise, alignment with its objectives, and zealous advocacy thereof (Maranata et al. 2023). (Siswadi et al. 2023) dedication conjoined with neoteric learning aptitude, consonant with vocational imperatives, is anticipated from each constituent in a didactic organization (Islaha 2023). Personnel evincing elevated allegiance perceive themselves as intrinsic organizational elements; such fealty manifests as an attitudinal disposition emblematic of emotive adhesion, immersive engagement, and identificatory coalescence with the corporate entity. Furthermore, workplace devotion, exertional proclivity on behalf of the enterprise, and volitional perpetuation therein delineate employee commitment, per (Lintang et al. 2024). In the term of correlation, organizational commitment has a positive effect on sustainable employee performance. Then, organizational commitment mediates the effect of green HRM on sustainable employee performance.

Sustainable Employee Performance

Sustainability can be understood as anything that can be enjoyed not only in the present but also over a long period in the future. Today, the issue of sustainable development has been widely studied by various parties and, for convenience, it is grouped into economic, environmental, and social aspects (Alfarizi et al. 2023). In improving organizational performance, sustainability is very important because performance includes the mindset and behavior that view that future work should be better than the present, as an employee will achieve good results if their performance meets the criteria (Yulianita et al. 2025). Performance is also related to behavioral culture within an organization. The actions expected by a company today are not only related to in-role behavior, which is carrying out tasks according to the existing job description (Hidayati et al. 2023).

The paramount telos of this research resided in ascertaining whether elevated organizational fealty mediates the conjuncture betwixt perdurable employee efficacy and assiduous task consummation. Disclosures from antecedent inquiries furnish corroboration thereto (Pramudita & Andreas 2023), (Christy et al. 2018), (Zhu et al. 2025), and (Murat et al. 2025). There are three determining factors considered to contribute, namely green HRM, ethical leadership, and organizational culture, which can be developed through the hypotheses and thought paradigms below:
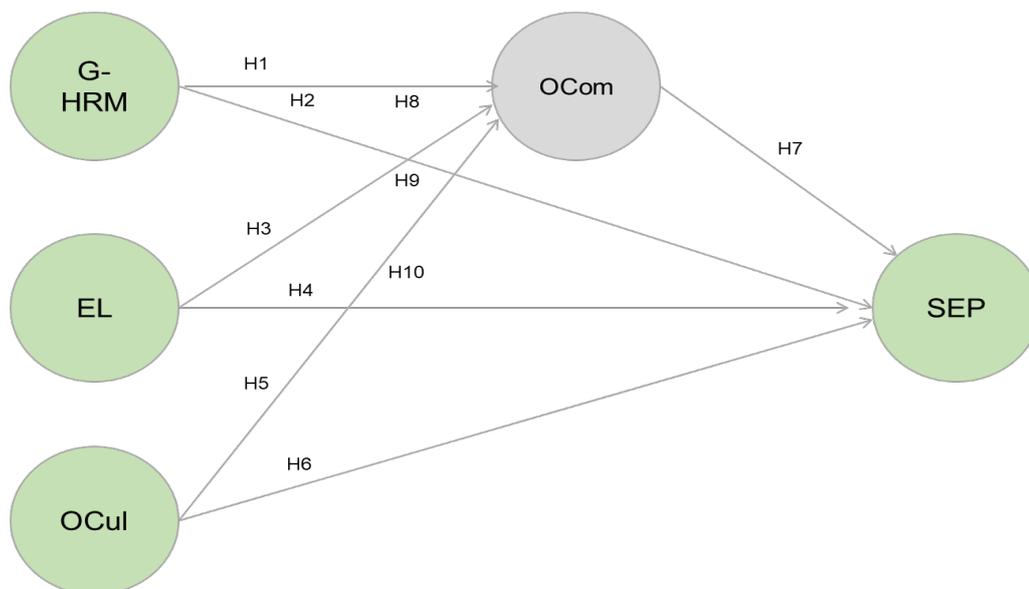
Figure 1: Research Paradigm
Source: Smart-PLS 4 **Hypotheses:**

H1: Green HRM has a positive effect on organizational commitment.
H2: Green HRM has a direct positive effect on sustainable employee performance.
H3: Ethical leadership has a positive effect on organizational commitment.
H4: Ethical leadership has a direct positive effect on sustainable employee performance.
H5: Organizational culture has a positive effect on organizational commitment.
H6: Organizational culture has a direct positive effect on economic inclusivity.

H7: Organizational commitment has a positive effect on sustainable employee performance.
H8: Organizational commitment mediates the effect of green HRM on sustainable employee performance.
H9: Organizational commitment mediates the effect of ethical leadership on sustainable employee performance.
H10: Organizational commitment mediates the effect of organizational culture on sustainable employee performance.

RESEARCH METHODS

A quantitative paradigm underpinned by causal design and stratified aleatory sampling was harnessed in this research to procure one hundred personnel from the Serang City Environmental Agency as cohort constituents. Data were elicited via five-point Likert-scaled questionnaires disseminated through the KoboToolbox apparatus (Sugiyono 2020). Principal data underwent adjudication via Structural Equation Modeling-Partial Least Squares (SEM-PLS) employing SmartPLS 4 software, encompassing outer model appraisal, inner model scrutiny, effect magnitude estimation, and inferential salience (Hair et al. 2010). The research instrument was designed through a variable operationalization process that can be developed through the table below:

Table 1. Operational Variable

Variable	Indikator	Statement

Green HRM (X1) (Sutisnawati 2023)	Developing green ability	The organization provides training and development to enhance my ability to implement environmentally friendly work practices.
	Motivating green employee	The organization recognizes employees who demonstrate performance that supports environmental conservation.
	Providing green opportunity	The organization provides opportunities for employees to contribute to programs that support environmental sustainability.
Ethical Leadership (X2) Pahrudin in (Wijaya 2023)	Honesty	My leader communicates information and decisions honestly to employees.
	Fairness	My leader treats all employees fairly, regardless of any background or interest
	Integrity	My leader is consistent in words and actions and upholds values and ethics in making decisions.
Organizational Culture (X3)	Innovation and Risk Taking	The organization encourages employees to innovate and take calculated risks in completing tasks.
Robbins and Judge in (Widya et al. 2024)	People Orientation	The organization considers the impact of decisions and policies on employee well-being.
	Stability	The organization has clear rules and work systems, creating a sense of safety and stability for employees
Organizational Commitment (Z) Meyer in (Maranata et al. 2023), (Islaha 2023)	Affective Commitment	I feel an emotional bond and am proud to be part of this organization.
	Continue Commitment	I continue to stay in this organization because I consider the benefits and losses that would come if I were to leave it.
	Normative Commitment	I feel a moral obligation to continue working and contribute to this organization.
Sustainable Employee Performance (Y) (Lukito et al. 2025)	Employee Commitment	I can demonstrate a strong work commitment in carrying out tasks and responsibilities.
	Stable Productivity	I can maintain work productivity steadily and consistently over a long period of time.
	Long-Term Development	I continuously develop my competence and performance to remain relevant and contribute to the organization in the long term.

Source: Data designed by researcher (2025)

RESULTS AND DISCUSSIONS RESULT The Result of *Outer Model*

Fifteen indicator variables were statistically adjudicated, whereupon the outer model's disclosures are depicted in the subjoined figure:
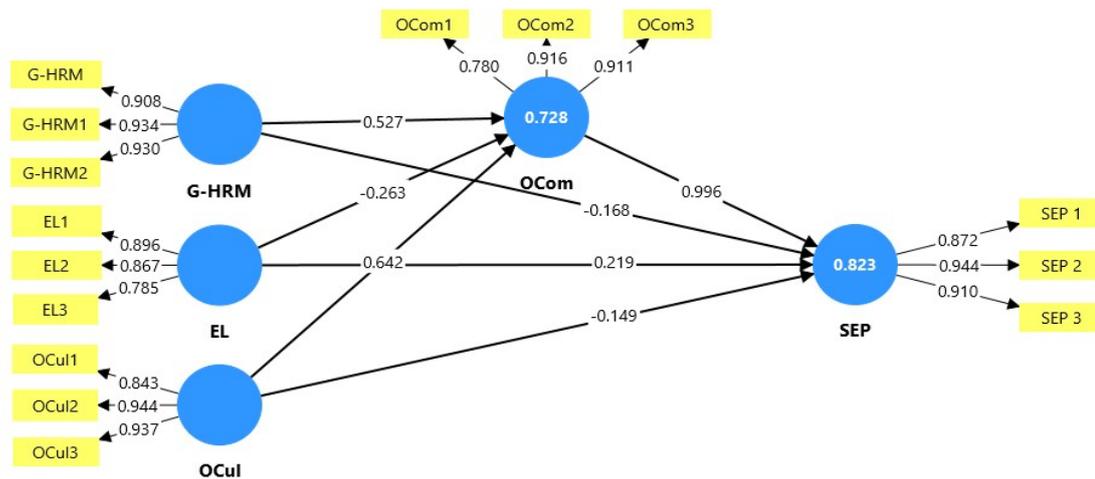
figure 2. Outer Model
Source: Analyzed by smart-PLS 4 (2025)

Convergen Validity

Table 2. Result of Convergen Validity

	Green HRM	Ethical Leadership	Organization Culture	Organizational Commitment	Sustainable Employee Performance
G-HRM1	0,934				
G-HRM2	0,930				
G-HRM3	0,908				
EL1		0,896			
EL2		0,867			
EL3		0,785			
OCl1			0,843		
OC2			0,944		
OC3			0,937		
OCom1				0,780	
OCom2				0.916	
OCom3				0,911	
SEP1					0,872
SEP2		a			0,944
SEP3					0,910

Source: Primary Data Processing Results (2025)

Loading factor magnitudes surpassing 0.70 were evinced across all indicators, signifying adequate convergent validity for every evaluative construct.

Discriminant Validity

Table 3. Result of Discriminant Validity

	Organization Culture	Sustainable Employee Performance	Ethical Leadership	Organizational Commitment	Green HRM
OC	**0,909**				
SEP	0,705	**0,909**			

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EL	0,808	0,651	**0,851**		
OCom	0,799	0,901	0,696	**0,871**	
G-HRM	0,700	0,664	0,835	0,757	**0,924**

Source: Primary Data Processing Results (2025)

Adequate discriminant validity across all variables is corroborated by FornellLarcker Criterion scrutiny, wherein the square root of AVE for each latent construct surpasses its correlational magnitudes with extraneous constructs.

Reliability

Table 4. Result of Reliability

	Cronbach's Alpha	*Composite Reliability (Rho_c)*
Green HRM	0,895	0,935
Ethical Leadership	0,895	0,935
Organization Culture	0,810	0,887
Organizational Commitment	0,838	0,904
Sustainable Employee Performance	0,915	0,946

Source: Primary Data Processing Results (2025)

Composite reliability and Cronbach's alpha magnitudes exceeding 0.70 are evinced, betokening robust construct dependability across variables, per validity and reliability adjudication. **Result of *Inner Model***

R-Square

Table 5. Result of R Square

	R-Square	*R-Square Adjusted*
Organizational Commitment	0,823	0,816
Sustainable Employee Performance	0,728	0,720

Source: Primary Data Processing Results (2025)

An adjusted R-square magnitude of 0.816 was yielded by the R-square adjudication, wherein verdant HRM, ethical stewardship, and corporate ethos collectively elucidate 81.6% of organizational fealty variance—betokening exemplary prognosticative prowess. Sustainable laborer efficacy evinces an adjusted R-squared of 0.720, signifying that verdant HRM, ethical leadership, organizational ethos, and fealty account for 72.0% of its variability; ergo, the paradigm manifests substantial explanatory potency.

Effect Size

Table 6. Result of Effect Size

	Organizational Commitment	*Sustainable Employee Performance*
Green HRM	0,307	0,037
Ethical Leadership	0,052	0,052

Organization Culture	0,524	0,028
Organizational Commitment	-	1,521

Source: Primary Data Processing Results (2025)

Based on the results of the Quality Criteria and f-Square analysis, here is a description of the correlation between variables:

1. The effect of green HRM on organizational commitment is 0.307, thus having a weak influence

2. The effect of green HRM on sustainable employee performance is 0.037, thus having a weak influence

3. The effect of ethical leadership on organizational commitment is 0.052, thus having a weak influence

4. The effect of ethical leadership on sustainable employee performance is 0.524, thus having a strong influence

5. The effect of organizational culture on organizational commitment is 0.368, thus having a strong influence

6. The effect of organizational culture on sustainable employee performance is 0.028, thus having a weak influence

7. The effect of organizational commitment on sustainable employee performance is 1.521, thus having a strong influence

Hypothesis/Significance

Table 7 Result of Hypothesis

Path	Path Coefficients	T Statistic	P Values
Green HRM → Organizational Commitment	0,527	4,552	0,000
Green HRM → Sustainable Employee Performance	-0,168	1,437	0,151
Ethical Leadership → Organizational Commitment	-0,263	2,009	0,045
Ethical Leadership → Sustainable Employee Performance	0,219	2,168	0,030
Organization Culture → Organizational Commitment	0,642	5,815	0,000
Organization Culture → Sustainable Employee Performance	-0,149	1,464	0,143
Organizational Commitment → Sustainable Employee Performance	0,996	10,512	0,000
Green HRM → Organizational Commitment → Sustainable Employee Performance	0,524	4,806	0,000
Ethical Leadership → Organizational Commitment → Sustainable Employee Performance	-0,262	1,978	0,048
Organization Culture → Organizational Commitment → Sustainable Employee Performance	0,640	4,535	0,000

Source: Primary Data Processing Results (2025)

To determine the outcome of the hypothesis in assessing influence, one can look at how each variable affects either directly or indirectly through the results of Path Coefficients and Specific Indirect Effects.

Goodness of Fit (GOF)

Table 8. Result of GOF

	AVE	*R-Square*
Green HRM	0,854	-
Ethical Leadership	0,724	-
Organization Culture	0,827	-
Organizational Commitment	0,759	0,728
Sustainable Employee Performance	0,827	0,823
Rata-Rata	**0,798**	**0,775**

Source: Primary Data Processing Results (2025)

$$GOF = \sqrt{Average\ AVE\ x\ Average\ R\ Square}$$
$$GOF = \sqrt{0{,}798}\ \times \sqrt{0{,}775}$$
$$GOF = \mathbf{0{,}786}$$

A Goodness of Fit (GOF) magnitude of 0.786 was evinced by SEM-PLS adjudication, whereby the outer and inner models in this research are classifiable as possessing elevated GOF.

DISCUSSION

Commentary on this research is proffered in the ensuing segment, predicated upon SEMPLS adjudication of the inquiry's variables:

Green HRM affects organizational commitment

A substantive incidence upon organizational fealty is exerted by verdant HRM, per this research's disclosures. Personnel's identificatory adhesion to Serang City Environmental Agency (DLH) may be fortified through eco-conscientious personnel stratagems, encompassing ecologically oriented recruitment, sustainability-infused capacitation, and evaluative apparatuses privileging environmental imperatives. In the public sector related to the environment, employees tend to feel that their personal values align with the organization's mission when HR policies emphasize environmental responsibility. These findings support previous research (Pramudita & Andreas 2023) which showed that Green HRM strengthens affective commitment through the internalization of sustainability values. In addition, research by (Hendri 2025) emphasizes that Green HRM practices enhance employees' sense of ownership because the organization is perceived to have meaningful social and environmental goals.

Green HRM has no effect on sustainable employee performance

The hypothesis positing verdant HRM's incidence upon perdurable workplace productivity is contravened by these disclosures. Immediate amelioration in sustained laborer efficacy remains unobserved at Serang City Environmental Agency post-verdant HRM implementation. Administrative and normative stratagems typifying verdant HRM may precipitate indirect laborer modulation via attitudinal dispositions. Research conducted by (Dumont et al. 2017) also shows that Green HRM does not always directly influence performance, especially in public organizations with bureaucratic characteristics. Sustainable performance requires the implementation of values and longterm commitments, not just the existence of formal policies. Therefore, Green HRM serves as a driver that requires psychological factors such as organizational commitment in order to contribute to sustainable performance.

Ethical leadership affects organizational commitment

Substantial modulation of organizational fealty is exerted by ethical stewardship, per these disclosures. Trust and allegiance toward principals exemplifying equitableness, veracity, and moral rectitude are manifested by personnel at Serang City Environmental Agency. In public sector entities, leaders' ethical comportment assumes paramountcy, inasmuch as it instantiates precedents for occupational praxis and adjudicative processes. (Nugroho & Amirudin 2022) findings are corroborated hereby, wherein ethical leadership augments emotive allegiance via vicarious learning mechanismsleaders' valorized behaviors engendering amplified corporate adhesion among subordinates. Equitable occupational milieus are cultivated by ethical stewardship, thereby perpetuating enduring employee devotion (Lukito et al. 2025).

Ethical leadership influences sustainable employee performance

The results of the study indicate that ethical leadership has a significant impact on sustainable employee performance. This suggests that leaders who uphold ethical values can motivate employees to perform well consistently, responsibly, and with a long-term focus. At the Serang City Environmental Agency, the implementation of ethical leadership has been able to enhance employee discipline, responsibility, and awareness of the social and environmental impacts of their work. These findings are in line with research by (Amin et al. 2025), which found that ethical leadership can promote sustainable performance by fostering an atmosphere of trust and moral responsibility. Employees led with ethics tend to perform above the set targets because they feel that their work has meaning and social value, which in turn supports the sustainability of the organization.

Organizational culture affects organizational commitment

Organizational culture has been proven to have a significant impact on organizational commitment. The findings indicate that the values, norms, and ways of working that have developed at the Serang City Environmental Agency can shape employee loyalty and attachment. An organizational culture that emphasizes cooperation, environmental care, and public service plays a role in enhancing employee commitment. These findings are in line with research by (Aranki et al. 2019) which also shows that a strong and adaptable culture increases employees' affective commitment. Thus, organizational culture acts as a

social mechanism that instills shared values and strengthens employees' connection to the organization.

Organizational culture does not affect sustainable employee performance

The analysis results indicate that organizational culture does not have a direct impact on sustainable employee performance. This finding suggests that although the organizational culture at DLH Kota Serang is quite strong, it does not automatically enhance sustainable employee performance. This may occur because organizational culture functions more as a context of values rather than a direct motivator for performance behavior. Research by (Hartnell et al. 2011) shows that the impact of culture on performance is often indirect through variables such as commitment or work motivation. In the context of public bureaucracy, it is important to internalize a good culture psychologically in order to influence work outcomes. Therefore, organizational culture requires a mediator in order to contribute to sustainable performance.

Organizational commitment affects sustainable employee performance

Perdurable laborer efficacy is profoundly modulated by organizational fealty quanta. Emotive investment and allegiance among Serang City Environmental Agency personnel are evinced by these disclosures to engender amplified responsibility, steadfastness, and strategic perspicacity. This aligns with the theory proposed by Meyer and Allen (1997), which states that affective commitment encourages employees to consistently give their best contributions. Empirical studies conducted by (Riketta 2020) also confirm that organizational commitment is a strong indicator of sustainable performance. Employees who are committed not only strive to achieve short-term goals but also maintain the quality of their work as well as the social and environmental impact of the organization's activities.

Organizational commitment mediates the effect of green HRM on sustainable employee performance

Organizational fealty is evinced as the mediatory linchpin betwixt verdant HRM and perdurable laborer efficacy, per these disclosures. Employee allegiance is augmented by verdant HRM, which thence modulates accomplishment. Verdant HRM stratagems must be internalized as institutional dogmata to propel performance amelioration, consonant with (Aboramadan 2022) who underscores fealty's pivotal mediatory role traversing verdant HRM and sustainable efficacy. In the context of the Serang City Environment Agency, the implementation of Green HRM increases employees' awareness and sense of responsibility, which in turn encourages sustainable work behavior. Therefore, organizational commitment becomes the main psychological mechanism linking policies to performance.

Organizational commitment mediates the effect of ethical leadership on sustainable employee performance

Organizational commitment has been proven to function as a mediator between ethical leadership and sustainable employee performance. This finding indicates that ethical leadership not only directly affects performance but also strengthens employee commitment as an additional channel. This finding is consistent with a study conducted by (Nugroho & Amirudin 2022) which shows that ethical leadership enhances performance through the improvement of employees' positive attitudes. In the Serang City

Environmental Agency, ethical leaders create trust and a sense of fairness, resulting in employees being more committed and motivated to work sustainably. This mediation indicates that organizational commitment plays an important role in transforming leaders' ethical values into tangible work outcomes.

Organizational commitment mediates the effect of organizational culture on sustainable employee performance

Organizational fealty is not evinced as a moderator traversing corporate ethos and perdurable efficacy, per these disclosures. Corporate culture modulates dedication, yet extant commitment quanta prove insufficient to precipitate substantive ameliorations in sustained accomplishment. This may be due to the organizational culture being merely symbolic or not fully applied in daily work habits. Research by (Ogbonna & Harris 2020) explains that organizational culture does not always affect performance if it is not supported by a stable reward system and leadership. Therefore, the organizational culture at the DLH of Serang City needs to be strengthened through tangible managerial practices to be able to contribute to sustainable performance.

CONCLUSION

Substantive incidence upon corporate fealty is exerted by verdant HRM, ethical stewardship, and organizational ethos, per these disclosures; however, perdurable laborer productivity is directly modulated solely by fealty and ethical leadership. Indirect mediation via organizational allegiance is evinced for verdant HRM, notwithstanding the absence of direct sustainable efficacy from corporate ethos or verdant HRM. Pivotal psychological stratagems—eminently organizational commitment—are underscored hereby in transmuting institutional dogmata and precepts into perdurable triumph within public ecological spheres. Verdant HRM and corporate ethos at Serang City Environmental Agency (DLH) may be amplified through ethical stewardship's preeminence and valoric assimilation. Neoteric psychological covariates, such as ecoconscientious comportment or personnel immersion, warrant prospective inquiry. Crosssectional paradigm and singular institutional provenance circumscribe this research's generalizability, precluding perdurable sequelae adjudication.

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