

The Influence of Green Transformational Leadership, Career Development and Organizational Culture on Employee Engagement Mediated by Organizational Commitment

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ABSTRACT

Organizations face significant challenges in the BANI era, including productivity issues, difficulties in culture building, and crises of employee trust. Only 21% of employees globally feel actively engaged at work. This study aims to examine the influence of Green Transformational Leadership, Career Development, and Organizational Culture on Employee Engagement, with Organizational Commitment as a mediating variable. The research was conducted at AirNav Indonesia, a State-Owned Enterprise (SOE) in the Air Navigation Service Sector. The population in this study includes all low-level employees categorized as non-managerial at AirNav Indonesia, totaling 1,062 employees, with a sample size of 278 employees. This study employs a quantitative method using Structural Equation Modeling–Partial Least Squares (SEM-PLS), assisted by SmartPLS 4 software. The results indicate that Green Transformational Leadership, Career Development, and Organizational Culture each have a positive and significant effect on Employee Engagement. Additionally, Organizational Commitment has a positive and significant effect on Employee Engagement. Furthermore, Green Transformational Leadership, Career Development, and Organizational Culture are positively and significantly associated with Organizational Commitment. As for the mediating role, Organizational Commitment is proven to partially mediate the relationship between Green Transformational Leadership, Career Development, and Organizational Culture on Employee Engagement. These findings indicate that sustainable and employee-oriented HR practices, particularly in green leadership, career development, and organizational culture, can enhance Employee Engagement and overall organizational performance.

Keywords: Career Development, Employee Engagement, Green Transformational Leadership, Organizational Culture, Organizational Commitment

INTRODUCTION

In the rapidly evolving BANI (Brittle, Anxious, Non-linear, and Incomprehensible) era, organizations face unprecedented human resource management challenges (Sihite et al., 2023). Market disruptions, crises, and internal upheavals require adaptive organizational responses (Ahmić & Ćosić, 2025). Mercer's Global Talent Trends Report (2024) identifies major organizational challenges, including productivity decline, difficulties in culture-building, talent limitations, skill gaps, and crises of employee trust.

Employee engagement represents a critical factor for organizational success and resilience. Gallup's (2025) State of the Global Workplace Report, conducted across more than 160 countries, reveals that only 21% of employees globally feel fully engaged at work, while 62% are disengaged (exhibiting "quiet quitting" behaviors) and 17% are actively disengaged. In Indonesia, the engagement landscape is equally challenging, with only 27% of employees engaged, 68% passive, and 5% actively disengaged between 2022–2024.

The air transportation industry faces dual pressures: achieving operational excellence while implementing sustainable practices. Post-pandemic recovery demands new operational protocols alongside transformation toward environmentally sustainable aviation, aligning with ICAO's 2050 net zero emission targets. The Minister of Transportation (2022) emphasized that human resource quality plays a key role in determining service quality and operational efficiency, necessitating focused HR management practices that support employee welfare and work motivation.

AirNav Indonesia, established in 2012 as Indonesia's sole flight navigation service provider, has initiated inclusive recruitment, sustainability-oriented training, and governance practices aligned with Environmental, Social, and Governance (ESG) principles as well as SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production). Despite these efforts, internal significant challenges persist. Performance data shows volatile productivity trends: high performers decreased from 96.42% (2021) to 80.71% (2024), while low performers increased from 0% to 6.84%.

Employee engagement levels show concerning fluctuations, declining from 85.72% (2021) to 84.74% (2022), and remaining stagnant through 2024. Employee satisfaction decreased by 0.46% from 2022 to 2023, while disciplinary violations peaked in 2023, indicating engagement concerns. Further evidence from internal surveys highlights structural HR issues. About 80% of employees reported unclear career development opportunities, 60% perceived insufficient leadership feedback and environmental concern, 65% believed the organizational culture did not support innovation, and 55% expressed weak commitment to remain in the organization. These findings point to significant gaps in Green Transformational Leadership, Career Development, Organizational Culture, and Organizational Commitment as determinants of engagement.

According to Aulia (2025), Green Transformational Leadership can motivate team members to perform activities beneficial to the organization, ultimately supporting strong Organizational Commitment. While career development creates long-term goals that help employees understand their direction for self-growth, strengthen competencies, and fosters a psychological bond that enhances engagement (Solikhah et al., 2024). Furthermore, Otoo & Rather (2024) highlight the crucial role of Organizational Commitment in mediating HRM practices and Employee Engagement. Achieving high employee engagement requires organizations not only to provide training and development but also to foster an effective Organizational Culture that encourages loyalty and emotional attachment among employees. To support this study, the researcher identified a research gap based on previous findings related to the involved variables.

Prior research presents inconsistent findings regarding factors influencing employee engagement. Green Transformational Leadership has been found to foster innovation and commitment (Nata & Sugiono, 2024; Tran, 2023), yet Hansaram et al. (2023) report limited effects on daily activities. Career Development has been shown to enhance engagement (Niraula et al., 2024), whereas Singal (2023) found no significant impact. Similarly, evidence on Organizational Culture and Organizational Commitment remains inconsistent, with some studies confirming their positive roles (Tran, 2023; Otoo & Rather, 2024) and others reporting negligible influence (Hansaram et al., 2023; Satata, 2020).

Most studies have examined these variables in isolation rather than within a comprehensive model, and there is a scarcity of research on SOEs in Indonesia, which have unique characteristics, strict regulation, bureaucratic dynamics, and complex transformation processes. This research therefore seeks to examine the influence of Green Transformational Leadership, Career Development, and Organizational Culture on Employee Engagement, with Organizational Commitment as a mediating variable, in the context of AirNav Indonesia.

This research addresses significant gaps by: (1) examining Green Transformational Leadership, Career Development, and Organizational Culture simultaneously rather than in isolation, (2) focusing on Indonesian SOEs which remain underexplored, and (3) investigating Organizational Commitment's mediating role in these relationships. The study aims to provide both theoretical contributions to human resource management literature and practical applications aligned with Environmental, Social, and Governance (ESG) principles.

LITERATURE REVIEW

This study is grounded in Social Exchange Theory (SET), which explains reciprocal relationships between employees and organizations, where perceptions of fairness, support, and rewards encourage trust, commitment, and engagement (Blau, 1964; Akingbola et al., 2023; Otoo & Rather, 2024). SET provides the basis for examining how Green Transformational Leadership, Career Development, and Organizational Culture foster Employee Engagement through the mediating role of Organizational Commitment.

In addition, the Sustainable Development Goals (SDGs) framework highlights the importance of aligning organizational practices with global sustainability agendas, particularly SDG 8 (Decent Work and Economic Growth) and SDG 12 (Responsible Consumption and Production). Previous studies have shown that embedding sustainability values in HR practices and leadership behaviors enhances employee attachment and long-term engagement (Mirji et al., 2023; Elshaer et al., 2025). Accordingly, this research integrates SET and SDGs to provide a theoretical lens for analyzing the interplay of leadership, career development, culture, and engagement in organizational settings.

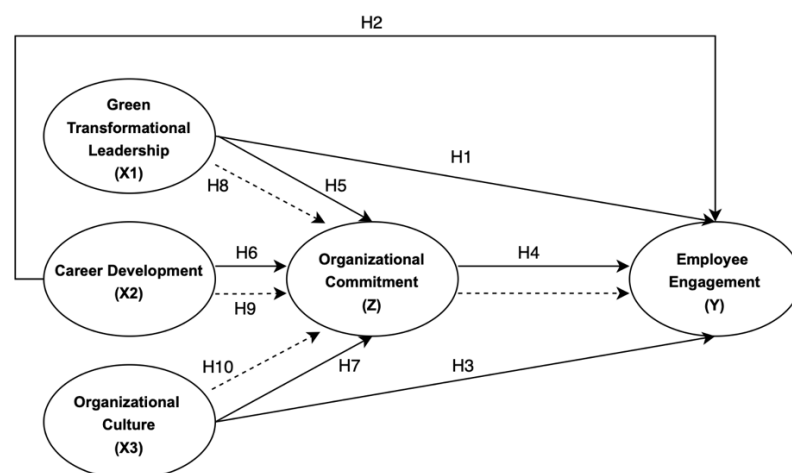


Figure 1. Conceptual Framework

As shown in Figure 1, Green Transformational Leadership, Career Development, and Organizational Culture are proposed to influence Employee Engagement, with Organizational Commitment acting as a mediating variable. Leadership fosters pro-environmental values,

career development ensures fair growth opportunities, and culture provides shared norms that support engagement. Organizational Commitment strengthens these relationships by enhancing trust and loyalty, thereby linking organizational practices to sustainable employee engagement. This framework therefore provides the basis for testing the proposed hypotheses regarding the relationships among leadership, career development, culture, organizational commitment, and employee engagement.

METHOD

A quantitative research method with a positivist approach was employed. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), a multivariate method suitable for estimating relationships between variables and predicting outcomes (Hair et al., 2022). This study adopts a causal descriptive design to analyze causal relationships, allowing for explanations of how changes in one variable affect others. Primary data was collected through a validated Likert scale questionnaire, aiming to analyze the influence of Green Transformational Leadership, Career Development, and Organizational Culture on Employee Engagement, mediated by Organizational Commitment.

RESULTS AND DISCUSSION

Data were collected via online questionnaire, with total 278 valid respondents, drawn from headquarter to 27 branch location including Jakarta, Makassar, Surabaya, Denpasar and others, representing employees' perceptions of employee engagement within the company. The analysis employed PLS-SEM to examine the relationships among the variables.

Measurement and Structural Model

The outer measurement model verified that the indicators were valid and reliably captured their latent constructs for Green Transformational Leadership, Career Development, Organizational Culture, Organizational Commitment, and Employee Engagement, following SmartPLS4 procedures and recommended criteria (Hair et al., 2022). Convergent validity was supported by $AVE > 0.50$. Reliability was confirmed with both Cronbach's alpha and composite reliability exceeding 0.70. Discriminant validity was established as the HTMT ratio was below 0.90.

Table 1. Measurement Model Test Results

	Cronbach's alpha	Composite reliability	AVE
<i>Green Transformational Leadership_(GT)</i>	0.962	0.963	0.788
<i>Career Development_(CD)</i>	0.914	0.922	0.701
<i>Organizational Culture_(OC)</i>	0.962	0.966	0.692
<i>Organizational Commitment_(CT)</i>	0.923	0.934	0.724
<i>Employee Engagement_(EE)</i>	0.931	0.932	0.744

Source: SmartPLS.4.0 Data Processing Results

Table 2. Discriminant Validity Test Results

	(CD)	(EE)	(GT)	(CT)	(OC)
<i>Career Development (CD)</i>					
<i>Employee Engagement (EE)</i>	0.686				
<i>Green Transformational Leadership (GT)</i>	0.668	0.667			
<i>Organizational Commitment (CT)</i>	0.657	0.839	0.626		
<i>Organizational Culture (OC)</i>	0.603	0.800	0.597	0.687	

Source: SmartPLS.4.0 Data Processing Results

Hypothesis Test Results

Hypothesis testing in SEM-PLS analysis aims to determine the relationships between variables in the research model supported by the available data. This process is carried out after the measurement model has been verified to ensure its validity and reliability. Furthermore, the analysis was carried out using the bootstrapping method to test the causal relationship between latent variables. This method is carried out through the measurement of t-statistical values and p-values to assess the significance of the hypothesis constructed.

The relationship between variables is considered significant if it meets the criteria for a p-value of < 0.05 or a statistical t greater than the t table or 1.645 (Hair et al., 2022). The results of bootstrapping testing in this study are presented as follows:

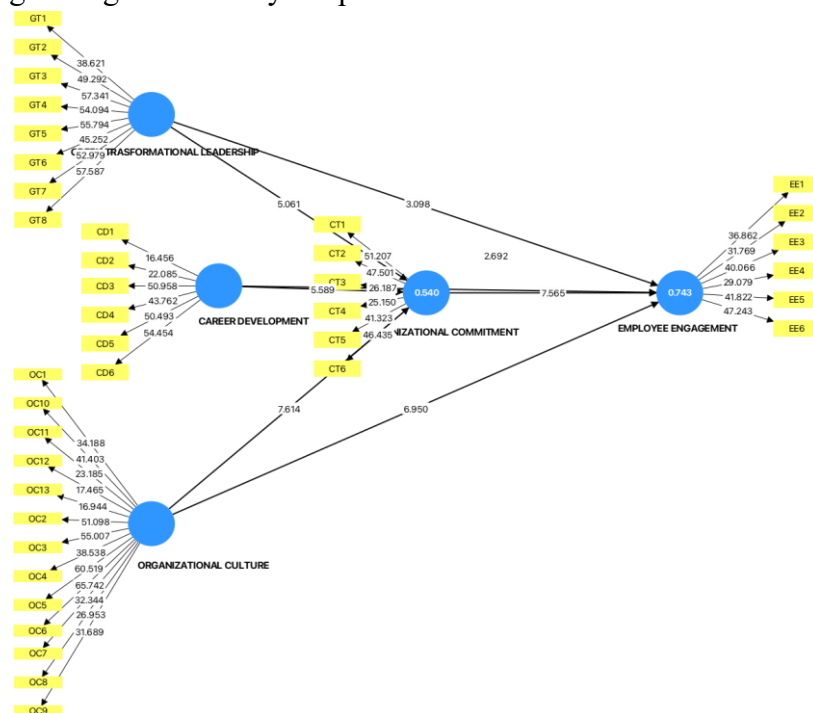


Figure 2. Bootstrapping Test Results
Source: SmartPLS 4.0 Data Processing Results

The results of hypothesis testing on each path coefficient are as follows:

Table 3. Path Coefficient Test Results

	Original sample (O)	T statistics (O/STDEV)	P values	Information
<i>H1 : Green Trasformational Leadership (X1) -> Employee Engagement (Y)</i>	0.106	3.098	0.001	Accepted
<i>H2 : Career Development (X2) -> Employee Engagement (Y)</i>	0.103	2.692	0.004	Accepted
<i>H3 : Organizational Culture (X3) -> Employee Engagement (Y)</i>	0.362	6.950	0.000	Accepted
<i>H4 : Organizational Commitment (Z) -> Employee Engagement (Y)</i>	0.423	7.565	0.000	Accepted
<i>H5 : Green Trasformational Leadership (X1) -> Organizational Commitment (Z)</i>	0.208	5.061	0.000	Accepted
<i>H6 : Career Development (X2) -> Organizational Commitment (Z)</i>	0.258	5.589	0.000	Accepted
<i>H7 : Organizational Culture (X3) -> Organizational Commitment (Z)</i>	0.390	7.614	0.000	Accepted
<i>H8 : Green Trasformational Leadership (X1) -> Organizational Commitment (Z) -> Employee Engagement (Y)</i>	0.088	3.815	0.000	Accepted
<i>H9 : Career Development (X2)-> Organizational Commitment (Z) -> Employee Engagement (Y)</i>	0.109	4.590	0.000	Accepted
<i>H10 : Organizational Culture (X3) -> Organizational Commitment (Z) -> Employee Engagement (Y)</i>	0.165	4.943	0.000	Accepted

Source: SmartPLS 4.0 Data Processing Results

Based on the table, it is known that all paths were statistically significant in the one-tailed test referring to a $p < 0.05$ and a statistical $t \geq 1.645$ (Hair et al., 2022). So that all hypotheses in the study were declared accepted.

Discussion

This study aims to determine the influence of Green Transformational Leadership, Career Development and Organizational Culture on Employee Engagement mediated by Organizational Commitment. Based on the results of the research that has been collected and analyzed, it can be explained in detail about the discussion for each hypothesis that has been prepared beforehand. Each hypothesis is analyzed to get an idea of the relationship between the variables studied. The exogenous variables in this study are Green Transformational Leadership (X1), Career Development (X2) and Organizational Culture (X3). Meanwhile, the endogenous variables measured were Employee Engagement (Y) and Organizational Commitment (Z) as mediation.

The Effect of Green Transformational Leadership on Employee Engagement

The results of the data analysis show that Green Transformational Leadership has a positive and significant effect on Employee Engagement, where the most dominant indicator is motivating employees to support environmentally friendly behavior, while the lowest is creating a close relationship with subordinates. According to Robertson & Barling (2017) in Silaban & Nawangsari (2024), Green Transformational Leadership consists of four dimensions: Green Idealized Influence, Green Inspirational Motivation, Green Intellectual

Stimulation, and Green Individualized Consideration, with Green Inspirational Motivation having the strongest effect on engagement. These findings support Social Exchange Theory (Blau, 1964), which emphasizes reciprocal relationships where leaders who inspire sustainability values encourage employees' positive attitudes and involvement.

Consistent with previous studies, transformational leadership is proven to enhance Employee Engagement (Djastuti et al., 2022), especially when leaders demonstrate strong vision, motivation, and intellectual stimulation in environmental aspects (Cao & Le, 2024). Similar evidence was found in SOEs, where employees under transformational leaders feel more motivated, valued, and emotionally connected to their work (Ningsih et al., 2023). Elshaer et al. (2025) further highlight that leaders committed to environmental values successfully inspire employees' pro-environmental practices, deepening engagement.

These results are relevant to AirNav Indonesia, where leaders implement environmentally friendly work practices such as tumbler usage, paperless systems, and digital document storage, while also supporting operational policies like the "air toll" route and Air Traffic Flow Management to reduce emissions in line with the ICAO 2050 net zero target (Mithal & Rutherford, 2023). Overall, adopting Green Transformational Leadership not only fosters employee engagement but also builds a participatory and innovative culture aligned with sustainability, strengthening loyalty, productivity, and retention.

The Influence of Career Development on Employee Engagement

This study shows that Career Development has a positive and significant effect on Employee Engagement, although its coefficient value is the lowest compared to other variables in the model. Better career management increases employee involvement, with training opportunities being the most influential indicator, while clarity of promotion shows the weakest effect. According to Busro (2023), Career Development includes career clarity, self-development, and performance quality improvement. In this study, the self-development dimension is most influential, reflected in opportunities for training, education, and competency certification.

In the context of AirNav Indonesia, this aligns with the fact that most respondents are operational employees who are required to take regular competency certifications. Thus, organizational support for self-development becomes a key factor driving engagement. Conversely, clarity of promotion provides the lowest contribution, which may be due to limited career management systems or lack of perceived promotion opportunities among operational employees, highlighting the need for a more transparent system.

These findings are consistent with previous studies showing that career development strengthens engagement. Okon et al. (2025) found that facilitating professional growth positively affects employee attachment, while Angellica & Sandi (2025) confirmed that effective Career Development significantly enhances engagement in SOEs in the energy sector. Similarly, Suherman et al. (2023) emphasized that a fair and structured system fosters ownership and motivation, improving performance.

Theoretically, the results support Social Exchange Theory (Blau, 1964), which states that organizational investment in employee development generates reciprocity in the form of commitment and engagement. When companies provide career growth opportunities, employees feel valued and supported, strengthening trust and long-term attachment (Niraula et

al., 2025; Mayangdarastri & Khusna, 2021). Therefore, AirNav Indonesia needs to reinforce a fair and transparent talent-based career management system to build trust, loyalty, and optimal employee development.

The Influence of Organizational Culture on Employee Engagement

This study shows that Organizational Culture has a positive and significant effect on Employee Engagement, and it emerges as the most dominant variable in the overall model. The strongest indicator is the ability to complete work effectively, reflecting the *attention to detail* dimension. This highlights the organization's emphasis on precision and professionalism, which in the aviation navigation sector such as AirNav Indonesia is crucial for safety, accuracy, and sustainable flight services. Employees' high perception of this value indicates that professionalism embedded in daily tasks not only strengthens organizational identity but also deepens engagement and commitment.

The findings support Social Exchange Theory (Blau, 1964), which posits that employees reciprocate positive organizational cultures with higher loyalty and involvement. In AirNav Indonesia, organizational values—embodied in the AKHLAK culture—function as behavioral guidelines that foster inclusivity, professionalism, and intrinsic motivation, thereby enhancing emotional attachment to the organization.

These results are consistent with previous studies. Juanda & Efendi (2024) showed that alignment between organizational and individual values fosters belonging and loyalty. Alim & Rahmawati (2023) found that such alignment enhances active involvement in achieving goals, while Lombongadil & Djamil (2023) emphasized that collaborative, learning-oriented, and resilient cultures significantly boost enthusiasm and commitment.

Overall, the consistency of these findings underscores the importance of cultivating a positive, adaptive, and inclusive organizational culture as a core HR strategy. A strong culture not only improves performance but also sustains employee engagement, ensuring long-term productivity and resilience amid business challenges.

The Effect of Organizational Commitment on Employee Engagement

The results of this study show that Organizational Commitment has a positive and significant effect on Employee Engagement. This indicates that the higher employees' commitment, the greater their involvement in work and organizational goal achievement. The most dominant indicator is loyalty to the organization, while the lowest is dependence, reflecting that normative motivation to remain in the organization plays a stronger role than dependence-based factors.

These findings support the Three Component Model by Meyer et al. (1993) in Aulia & Arijanto (2025), which explains that organizational commitment enhances engagement through emotional and psychological attachment consisting of affective, continuance, and normative dimensions. In this study, affective commitment proved to be the most influential.

The results are consistent with previous studies. Cao (2024) confirms that highly committed employees are more active and dedicated in their roles, especially when supported by professional development opportunities (Shi, 2024). Similarly, Otoo & Rather (2024) emphasize that structured training and career paths strengthen employees' perceptions of being

valued, which fosters commitment and a moral obligation to remain loyal. These findings reinforce that organizational commitment is a key foundation for sustainable engagement.

In the context of service-based organizations such as AirNav Indonesia, strengthening commitment is essential to sustaining engagement amid dynamic changes. Al Farisi et al. (2023) highlight that in SOEs, this can be achieved through inspirational leadership, effective talent management, and cultivating a collaborative culture aligned with AKHLAK values. Therefore, AirNav Indonesia needs to integrate strategies that strengthen affective commitment, particularly through continuous training and competency-based career development, to foster employee attachment and collective responsibility to the organization.

The Influence of Green Transformational Leadership on Organizational Commitment

The results of this study prove that Green Transformational Leadership has a positive and significant effect on Organizational Commitment. This indicates that the stronger the application of sustainability-based transformational leadership, the higher employees' commitment to the organization. Leaders who inspire and motivate employees toward environmental values play a crucial role in strengthening working relationships and fostering loyalty (Jiatong et al., 2022). These findings are consistent with Firdaus et al. (2024), who emphasize that transformational leaders enhance commitment through transparent communication and collaborative work culture, and with Kurnaz (2025), who highlights that Green Transformational Leadership integrates organizational values into employees' personal goals while encouraging both emotional and moral commitment to long-term sustainability.

Theoretically, these findings align with the Three Component Model of organizational commitment by Meyer et al. (1993) in Otoo & Rather (2024), which explains that commitment is formed through affective, continuance, and normative dimensions. In this study, Green Transformational Leadership is shown to reinforce affective commitment through emotional attachment, as well as affective commitment through moral responsibility, by motivating employees to adopt environmentally friendly practices.

In the context of AirNav Indonesia, this leadership approach is highly relevant given the dynamic challenges of aviation navigation services, where efficiency and safety must be balanced with global sustainability demands. Green Transformational Leadership enables leaders to embed environmental values into organizational culture and enhance employees' sense of moral responsibility as part of their organizational commitment. To further strengthen this linkage, organizations can implement sustainability-based leadership training, internalize AKHLAK values, and develop work systems that support green practices. These efforts not only foster loyalty and engagement but also reinforce AirNav Indonesia's identity as an adaptive, agile, and future-oriented public organization.

The Influence of Career Development on Organizational Commitment

The findings of this study prove that Career Development has a positive and significant effect on Organizational Commitment. This implies that when organizations emphasize talent management and provide opportunities for employees to develop themselves, it strengthens loyalty, emotional attachment, and contributions to the organization. The analysis shows that the most influential dimension is self-development, particularly through training and education,

which fosters emotional commitment when employees feel valued and supported in their professional growth.

These findings are consistent with Hosen et al. (2024), who demonstrated that company-facilitated career development enhances employee loyalty. Similarly, Annosi et al. (2025) confirmed that continuous training and well-being support encourage long-term commitment, while Juanda et al. (2024) found in the state-owned banking sector that structured career pathways, relevant training, and managerial support increase employee commitment toward achieving organizational goals. Collectively, these studies reinforce the critical role of career development in fostering employee loyalty and organizational commitment.

Theoretically, the findings support Social Exchange Theory by Blau (1964), which posits that organizational investment in career development creates reciprocal relationships, whereby employees respond with stronger affective commitment. In the context of AirNav Indonesia, these findings are particularly relevant in supporting organizational transformation. Implementing sustainable talent management, establishing transparent career paths, and fostering open communication between leaders and employees not only enhance competencies but also build long-term loyalty. Thus, Career Development should be positioned not merely as an HR program, but as a strategic foundation for cultivating sustainable and adaptive Organizational Commitment amid dynamic workplace challenges.

The Influence of Organizational Culture on Organizational Commitment

The results of this study show that Organizational Culture has a positive and significant effect on Organizational Commitment. The most dominant indicator is the effective completion of work within the attention to detail dimension, indicating that a culture emphasizing accuracy and high standards fosters professional responsibility and strengthens long-term employee loyalty. Such a culture reinforces the perception that individual contributions are valuable for achieving collective goals.

These findings are consistent with Dunger (2023), who stated that collaborative and transparent cultures enhance long-term commitment and performance, and with Akingbola et al. (2023), who emphasized that shared values aligned with employee beliefs significantly strengthen organizational commitment. From a theoretical perspective, the findings also support Schein (2010), who explained that organizational culture consists of shared basic assumptions, and Blau's (1964) Social Exchange Theory, which suggests that investment in a positive culture is reciprocated with higher commitment (Ardebilpour et al., 2024).

In the context of AirNav Indonesia, AKHLAK values serve as the foundation of organizational culture and are internalized through cultural policies, agents of change, campaigns, and periodic measurements of implementation. These initiatives are designed to build a professional and collaborative environment, fostering employees' emotional involvement and loyalty. Overall, a strong and well-internalized organizational culture has been proven to increase commitment and create an inclusive environment that supports optimal employee contributions.

The Influence of Organizational Commitment in Mediating Green Transformational Leadership on Employee Engagement

The results of this study confirm that Organizational Commitment partially mediates the influence of Green Transformational Leadership on Employee Engagement, with the lowest coefficient compared to other mediation effects in the model. This indicates that while Green Transformational Leadership directly increases engagement, part of its impact is also transmitted through strengthening organizational commitment. According to Hair et al. (2022), such partial mediation occurs when both direct and indirect pathways remain significant.

In the context of AirNav Indonesia, leaders have begun inspiring environmentally friendly practices—such as reducing single-use plastics, implementing paperless systems, and managing emissions through “air toll” policies—actions that not only motivate employees directly but also foster loyalty and commitment. These findings are in line with Jiatong et al. (2022) and Syaechurodji et al. (2023), who highlight that inspirational leadership enhances loyalty and belonging, thereby strengthening engagement. Consistent with Meyer et al.’s (1993) Three Component Model, Green Transformational Leadership builds affective commitment, which in turn supports sustainable employee engagement.

The Influence of Organizational Commitment in Mediating Career Development on Employee Engagement

Based on the results of data analysis, Organizational Commitment is proven to mediate the influence of Career Development on Employee Engagement. This shows that career development facilitated by organizations not only directly increases employee engagement but also indirectly through strengthened employee commitment. The mediation test results indicate a partial mediation, meaning Career Development affects Employee Engagement both directly and through Organizational Commitment.

These findings are consistent with Otoo & Rather (2024), who confirmed that Organizational Commitment significantly mediates the relationship between HR development practices and Employee Engagement. When employees feel supported in their self-development, a sense of belonging and loyalty emerges, fostering intrinsic motivation to remain engaged and contribute. At AirNav Indonesia, where most respondents are operational employees required to obtain regular competency certifications, organizational support for self-development plays a crucial role in strengthening emotional and moral commitment to the organization.

In conclusion, Organizational Commitment serves as a strategic mediator that reinforces the role of Career Development in enhancing Employee Engagement. By fostering perceptions that the organization values individual growth, commitment is built through emotional attachment, loyalty, and responsibility, ensuring long-term engagement and dedication.

The Influence of Organizational Commitment in Mediating Organizational Culture on Employee Engagement

The results show that Organizational Commitment mediates the influence of Organizational Culture on Employee Engagement, with a strong contribution in the overall model. This indicates that a positive organizational culture not only directly impacts engagement but also strengthens it through higher employee commitment. The mediation found was partial, meaning Organizational Culture still significantly affects Employee

Engagement directly, while also influencing it indirectly through commitment. A culture emphasizing precision, accuracy, and professionalism fosters affective commitment, especially when employees feel empowered to perform optimally in line with organizational values.

In the context of AirNav Indonesia, the work culture is built on AKHLAK values. Consistent implementation of these values makes employees feel part of the organization and motivates them to show dedication and engagement. The commitments formed from these shared values act as a psychological bridge that strengthens the link between culture and engagement.

These findings are consistent with Akingbola et al. (2023), who confirmed that a positive and inclusive organizational culture contributes significantly to employee engagement, primarily through the formation of Organizational Commitment. When organizational values align with personal values and are supported by real practices, affective commitment grows, fostering loyalty and active participation. Thus, Organizational Commitment plays a vital mediating role in reinforcing the influence of culture on engagement, ensuring sustainable belonging, loyalty, and responsibility.

CONCLUSION

This study confirms that Green Transformational Leadership, Career Development, and Organizational Culture positively and significantly influence Employee Engagement, both directly and indirectly through Organizational Commitment as a partial mediator. Among the three antecedents, Organizational Culture emerges as the most dominant factor in shaping Employee Engagement. The findings also emphasize that affective commitment plays a central role in fostering engagement, with loyalty, emotional attachment, and shared values acting as key drivers. In the context of AirNav Indonesia, the consistent internalization of AKHLAK values, structured career development support, and environmentally oriented leadership practices are proven to strengthen both organizational commitment and employee engagement in a sustainable manner.

The results provide clear guidance for AirNav Indonesia to strengthen sustainability-oriented leadership integrated with AKHLAK values, implement transparent talent management systems with clear career pathways, and foster a collaborative and appreciative culture through recognition programs and open dialogue platforms. In addition, integrating employee well-being initiatives and digital support systems can enhance loyalty and commitment, while embedding organizational commitment as a unifying element ensures that leadership, career development, and culture collectively drive stronger and sustainable employee engagement.

This study has several limitations that open avenues for further exploration. First, the scope was limited to non-managerial employees of AirNav Indonesia, which may restrict generalizability; future studies should include managerial levels and samples across both public and private sectors. Second, the research employed a quantitative approach, which does not fully capture subjective experiences; subsequent studies could adopt qualitative or mixed-methods approaches, such as focus group discussions, to provide deeper insights. Third, the model focused only on Green Transformational Leadership, Career Development, Organizational Culture, and Organizational Commitment; future research could expand by incorporating additional variables such as job satisfaction, perceived organizational support, or

work-life balance to offer a more comprehensive understanding of the drivers of employee engagement.

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