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## Building a Sustainable Campus: The Role of Green Leadership in the Sustainability Performance of Higher Education in the City of Bandung through Green Organizational Behavior

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**Abstract:** Sustainable campus development is one of the strategic efforts of universities in supporting the sustainable development agenda and answering the challenges of environmental problems. This study aims to analyze the role of green leadership in the sustainability performance of universities in the city of Bandung through green organizational behavior. This study uses a quantitative approach with a survey method of the academic community consisting of lecturers, education staff, and leaders of units/faculties/study programs at universities in the city of Bandung, with a total of 160 samples. The research data was collected through the distribution of questionnaires and analyzed using the SEM PLS statistical analysis technique to test the relationship between the variables studied. The results of the study show that green leadership has a positive influence on green organizational behavior. In addition, green organizational behavior also plays a role in improving the sustainability performance of universities. The findings of this study show that environmentally oriented organizational behavior can be an important mechanism that bridges the influence of environmentally sound leadership on improving institutional sustainability performance. Thus, the implementation of green leadership supported by environmentally friendly organizational behavior can encourage the realization of a more sustainable campus.

**Keyword:** Green Leadership, Green Organizational Behavior, Sustainability Performance, Green Campus, Green Human Resource Management.

### INTRODUCTION

The issue of sustainability has become a global agenda that encourages various sectors to implement environmentally friendly practices, including the higher education sector. Universities have a strategic role in shaping the knowledge, environmental awareness, and green behavior of future generations. Therefore, the campus is required not only as an educational institution, but also as a role model in the implementation of sustainability practices. To realize this, leadership plays a central role, especially green leadership which

emphasizes the leader's ability to direct the organization towards environmentally oriented behavior and work culture (Priyadarshini et al., 2023). In the university environment, authentic green leadership that focuses on sustainability has also been shown to encourage green behavior change in staff and lecturers that contribute to the sustainability of the institution (Srivastava et al., 2020).

The role of green leadership and green organizational behavior is crucial in encouraging the sustainability performance of universities, including in the city of Bandung, in the context of sustainable campus development. The city of Bandung as the city of education with the largest number of universities in West Java faces serious challenges related to increased energy consumption, solid waste, paper use, and carbon footprint from campus activities. Previous studies have shown that without leadership that has a vision of sustainability, it is difficult for higher education institutions to adopt green policies consistently (Filho et al., 2020). In this context, green leadership is present as a key factor that can encourage the entire academic community to behave pro-environmentally, create a green organizational culture, and influence the achievement of sustainability performance, empowering employees to think and contribute to the management of the organizational environment proactively, thereby improving the overall sustainability performance of the organization (Shao et al., 2024). Thus, to build a sustainable campus in the city of Bandung, universities need to implement green leadership that can inspire and empower the entire academic community to behave in an environmentally friendly manner and instill a strong green organizational culture.

**Green Organizational Behavior (GOB)** It is a tangible manifestation of the behavior of the campus community that reflects environmental awareness, such as efficient use of energy, waste reduction, recycling, the use of environmentally friendly vehicles, and involvement in campus environmental programs (Allam et al., 2024). These behaviors are strongly influenced by the role models and policies of leaders who are able to encourage participation, empowerment, and environmental commitment. Several international studies show that green leadership styles have a significant role in shaping employees' green behaviors, but research in Indonesia's higher education sector, especially in the city of Bandung, is still limited.

Sustainability performance in higher education includes environmental, social, and governance dimensions. Colleges that implement green leadership and green organizational behavior show improved performance in reducing energy consumption, better waste management, implementing green curriculum, and improving the institution's reputation (Sari, L. W., & Soelton, 2024) However, the level of implementation in various universities is still uneven. Some campuses in the city of Bandung have implemented green campus programs, but many others are still in the early stages, showing a gap between commitment and implementation.

Research related to the relationship between green leadership, green organizational behavior, and sustainability performance in the context of Indonesian universities, especially in the city of Bandung, is still rarely discussed comprehensively. Most of the research focuses on the manufacturing industry, the hospitality sector, and other business organizations. Therefore, research is needed that specifically examines how green leadership can affect the green behavior of the academic community and ultimately improve the sustainability performance of universities in the city of Bandung. In addition, there are also theoretical studies related to green leadership, green organizational behavior, and sustainability performance. This is in accordance with research from Aulia & Nawangsari (2023) which conveys that Green Transformational Leadership has a positive and significant influence on the sustainable performance of the organization through employee green behavior. These findings show that leaders who encourage eco-friendly values are able to improve the sustainability performance of institutions, particularly in the consistency of eco-friendly

behavior by organizational members. This is in accordance with his research Farida (2023) who said that green leadership has a key role in influencing organizational culture and employee behavior that supports sustainability. Green leadership can create awareness of environmental values that then translate into concrete actions in the organization. In some industry contexts, research shows that the effects of Green Leadership on organizational sustainability are not always direct through green behavior. For example, in mining studies, employee green behavior mediates some of the relationship between factors (such as green innovation) and sustainability, but does not directly mediate the pathway between Green Leadership and organizational sustainability (Ariosa & Nawangsari, 2025).

The objectives of this research include answering theoretical gaps related to the integration of green leadership and green organizational behavior in improving the sustainability performance of universities, eliminating empirical and contextual gaps by providing research evidence in the context of universities in the city of Bandung, and convey practical implications for university leaders in designing sustainable campus policies and strategies based on leadership and organizational behavior.

### METHOD

This study uses a quantitative approach, which aims to test and explain the influence of Green Leadership on Sustainability Performance through Green Organizational Behavior.

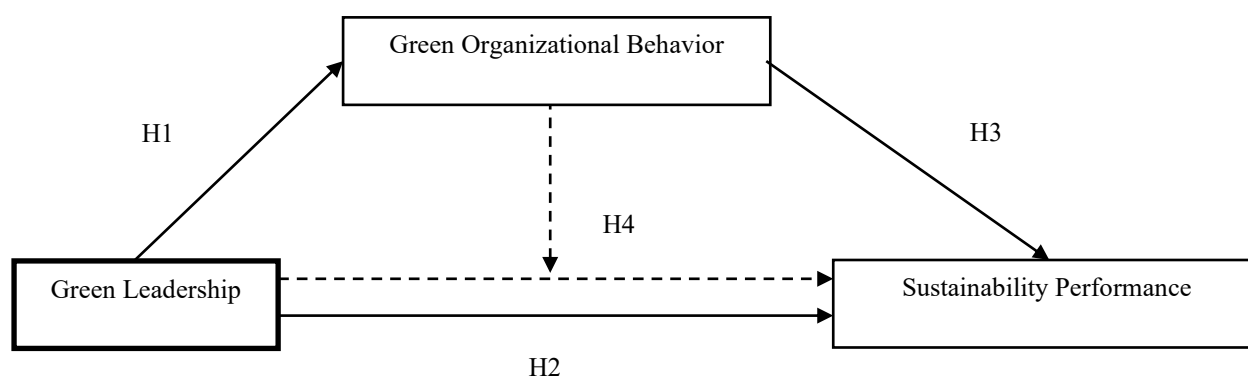


Figure 1. Research Paradigm

Based on the research paradigm, it shows that:

- H1: Green Leadership has an effect on Green Organizational Behavior
- H2: Green Leadership has an effect on Sustainability Performance
- H3: Green Organizational Behavior has an effect on Sustainability Performance
- H4(Mediation): Green Leadership has an effect on Sustainability Performance through Green Organizational Behavior

In this study, the researchers used purposive sampling, as defined by Sekaran (2016) as a "technique for identifying samples based on specific criteria." Extensive measurements are carried out based on the results of the minimum sample measurement. Minimum sample size calculation for Structural Equation Modeling (SEM) is appropriate Hair et al., (2019) is determined by the formula: (number of indicators + number of endogenous variables) x (5 to 10). Thus the number of samples is (13+3)x(10) = 160 samples. This study used Structural Equation Modeling (SEM) Partial Least Squares (PLS) measurements for data grouping analysis to evaluate the hypothesis. The location and object of this research were carried out at universities in the city of Bandung, which were chosen because Bandung is one of the largest education cities in Indonesia and has a commitment to sustainable campus development. The respondents and research analysis units are academics, especially lecturers, education staff, leaders of units/faculties/study programs.

at universities in the city of Bandung. The sampling technique uses purposive sampling, with the following criteria:

1. Have a minimum service period of one year.
2. Understand campus operational policies and practices.
3. Engage in academic or managerial activities.

Data collection techniques were collected using structured questionnaires that were distributed online and/or offline. The research instrument used a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). The operational variables are as follows:

**Table 1. Variable Operations**

<b>Variabel</b>	<b>Indicator</b>	
Green Leadership (GL)	Leader's vision environment	Leaders have a clear vision regarding environmental sustainability.
	Exemplary green behavior	Leaders show examples of eco-friendly behavior.
	Communication of sustainability values	Leaders encourage environmental values through consistent communication.
	Leaders encourage environmental values through consistent communication.	Leaders provide encouragement and motivation to members to behave greenly.
	Green policy & facility support	Leaders provide policies, resources, and facilities to support green programs
	Empowerment of the academic community	Leaders make room for active participation in sustainability activities.
Green Organizational Behavior (GOB)	Energy savings	The academic community participates in reducing electricity and energy use.
	Waste reduction & reuse	Reduce, sort, and reuse materials.
	Compliance with campus environmental policies	Comply with campus rules related to environmental management.
	Involvement in green activities	Participate in green campus programs, such as tree planting, environmental campaigns.
Sustainability Performance (SP)	Environmental Performance	Reduced energy consumption
		Increasingly effective campus waste management
		Improvement of green space & quality of campus environment
	Social Performance	Involvement of the academic community in sustainability programs
		Increased environmental awareness among students and staff
	Governance Performance	Well-implemented sustainability policies
	Availability of a green campus supporting organizational structure	

**RESULT AND DISCUSSION**

This section contains data (in brief form), data analysis, and interpretation of the results. Results can be presented in tables or graphs to clarify the results verbally because sometimes the display of an illustration is more complete and informative than the display in narrative form.

This section must answer the problems or research hypotheses that have been formulated previously.

### Data Respondents

This research was carried out by distributing questionnaires with the characteristics of a lecturer, education staff, leaders of units/faculties/study programs at universities in the city of Bandung. The number of respondents was 160 respondents with lecturers 89.4%, leaders of units/faculties/study programs 8%, and education staff 1.9%. The following respondent data is presented in the following table.

**Table 2. Respondent Identities**

Respondent's Statement	Frequency	Percent
Lecturer	143	89.4
Unit/Faculty/Study Programs	14	8.8
Education Personnel	3	1.9
Total	160	100

### Validity and Reality Test

The validity test uses SPSS with the results of the circumstances that describe the level of the instrument in question being able to measure what will be tested. The following results of the validity and reliability test in this study can be presented in Table 3. Following:

**Table 3. Validity Test**

Statement	Significant	Pearson Correlation
GL1	0.000	0.881
GL2	0.000	0.754
GL3	0.000	0.896
GL4	0.000	0.848
GL5	0.000	0.813
GL6	0.000	0.768
GOB 1	0.000	0.661
GOB 2	0.000	0.744
GOB 3	0.000	0.694
GOB 4	0.000	0.833
SP1	0.000	0.786
SP2	0.000	0.871
SP3	0.000	0.836
SP4	0.000	0.833
SP5	0.000	0.766
SP6	0.000	0.844
SP7	0.000	0.761

Based on the table above, the results show that the total value is greater than the t table value of 1.975, it can be seen that each indicator item has a calculated t value greater than t table, with a significant level of  $0.000 < 0.05$ , So the results of this test are declared to be discriminatically valid.

**Table 4. Reliability Statistics**

Cronbach's Alpha	N of Items
.964	17

Based on the data above, the reliability value of 0.964 is greater than 0.154, so it meets the reliability criteria. And the results of direct and indirect data processing are listed in Figure 2 below.

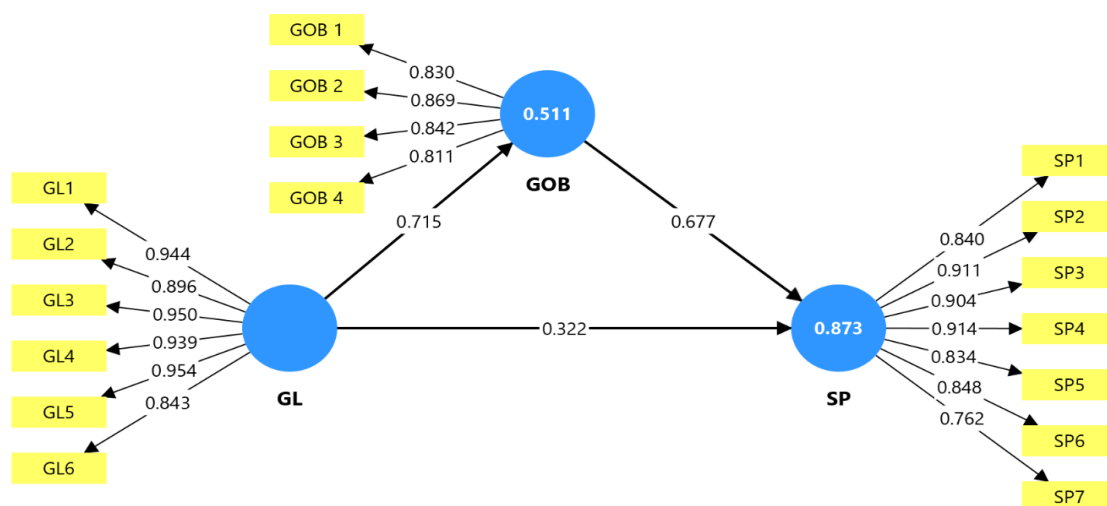


Figure 2. Direct and Indirect Data Processing

Based on the results of data processing, the results of the hypothesis are as follows

Table 4. Path Coefficient

	Original Sample (O)	T Statistic	P Values
GL→GOB	0.715	15.429	0.000
GL → SP	0.322	6.147	0.000
GOB → SP	0.677	14.015	0.000
GL →GOB → SP	0.484	11.836	0.000

Based on the results of the path coefficient test above, it can be explained as follows:

1. Green Leadership has a direct influence of 0.7615 (76.15%) on Green Organizational Behavior. This shows that there is a positive influence of Green Leadership on Green Organizational Behavior. The t-statistical value of 15,429 > 1,975 and the p-value of 0.000 < 0.05 showed that the influence was significant, meaning that statistically hypothesis 1 was not rejected or H1 was accepted.
2. Green leadership has a direct influence of 0.322 (32.2%) on sustainability performance. This shows that there is a positive influence of green leadership on sustainability performance. The t-statistical value of 6,147 > 1,975 and the p-value of 0.000 < 0.05 indicate that the influence is significant. This means that statistically hypothesis 2 is not rejected or H2 is accepted.
3. Green organizational behavior has a direct influence of 0.677 (67.7%) on sustainability performance. This shows that there is a positive influence of green organizational behavior on sustainability performance. The t-statistical value of 14,015 > 1,975 and the p-value of 0.000 < 0.05 indicate that the influence is significant. This means that statistically hypothesis 3 is not rejected or H3 is accepted.
4. Green organizational behavior mediated the influence of green leadership on sustainability performance by 0.484 (48.4%) which was an indirect influence. With a t-statistical value of 11,836 > 1.975 and a p value of 0.000 < 0.05, it shows that green organizational behavior mediates the influence of green leadership on sustainability performance, meaning statistically hypothesis 4 is not rejected or H4 is accepted.

## **The Influence of Green Leadership on Green Organizational Behavior in Universities in the City of Bandung**

Green leadership is a leadership concept that emphasizes the ability of leaders to encourage organizational values, policies, and practices that are oriented towards environmental sustainability. Leaders who implement green leadership not only focus on achieving organizational performance economically, but also on efforts to integrate environmental sustainability principles in the decision-making process and daily activities of the organization. Leaders who adopt green leadership focus not only on achieving economic performance but also on integrating environmental sustainability principles into the organization's decision-making processes and daily activities. This approach fosters an organizational culture that is deeply committed to ecological responsibility and sustainability. In the context of modern organizations, including universities, environmentally oriented leadership is an important factor in shaping an organizational culture that cares about sustainability. This is in accordance with research conducted by (Robertson & Barling, 2013) He said that green leadership is a form of leadership that plays a role in influencing the pro-environmental behavior of organizational members through example, motivation, and the formation of environmentally oriented organizational values. The study shows that leaders who exhibit environmentally friendly behavior in the workplace are able to influence employee behavior to take actions that support environmental conservation. Green leadership plays a crucial role in shaping sustainable practices and fostering a culture that values environmental stewardship. College leadership can significantly influence the formulation and implementation of sustainability policies, which in turn promotes sustainable practices and pro-environmental behaviors among students and staff. This leadership fosters green behavior by embedding sustainability principles into institutional policies and operations, thereby fostering a green organizational climate and culture (Aggarwal, 2025). Green leadership is often associated with other strategies such as Green HRM that further improve sustainable performance. Green HRM's practices include green hiring, targeted training, green performance appraisals, and a reward system that aligns employee values with ecological goals. Transformational leadership styles have been found to strengthen the effectiveness of Green HRM by encouraging employee engagement in green initiatives and encouraging innovation in environmental practices. This integrated approach leads to a positive impact on environmental, economic, and social sustainability outcomes in the organization (Zihan et al., 2024). In college, green leadership can manifest through initiatives such as green campus development and integrating sustainability into research and educational activities. However, challenges in developing environmentally sustainable universities, especially in developing areas, include limited resources, lack of awareness, and the need for stronger institutional commitment from senior management. Effective green leadership requires adequate resource allocation, promoting awareness among faculty, staff, and students, and embedding sustainability into university governance and culture (Shah et al., 2024)

### **The Influence of Green Leadership on Sustainability Performance.**

Green leadership has a direct and significant impact on sustainability performance in various organizational contexts. Studies consistently show that environmentally-focused leadership, often called green transformational leadership, drives sustainable outcomes by encouraging green human resource management (GHRM) practices, green innovation, and employee engagement in sustainability initiatives. Green transformational leadership has been shown to positively impact sustainable performance by mediating the implementation of green HR practices and green innovation that includes environmental, social, and economic dimensions of sustainability (Sharifa Khalid Mousa, 2025) The study conducted by Zihan et

al (2024) Found that transformative leadership plays a critical role in improving the effectiveness of green innovations, thereby improving overall sustainability performance. In addition, green leadership not only directly affects sustainability performance but also strengthens the green organizational culture and green behavior of employees. Leadership behaviors such as visionary communication and role modeling integrate sustainability into organizational values, which, combined with green HRM systems such as recruitment and training, embed sustainability deeply in organizational structures (Altassan, 2025) This developed culture enhances employees' green behavior and environmental commitment, reinforcing sustainable performance.

Empirical evidence also suggests that green leadership inspires employee engagement with green initiatives, which is a significant predictor of sustainable environmental performance. Transformational leadership reinforces the influence of green talent management and employee engagement, which is critical to sustaining environmental outcomes in organizations such as higher education institutions (Umair et al., 2024). Green leadership, however, often works through mediators such as green HRM practices, green innovation, and green organizational culture rather than delivering direct effects separately. For example, leadership positively influences green and lean practices, and these practices then drive sustainability performance (Foo, P et al., 2021) Leadership alone does not directly improve sustainability performance but does so indirectly by encouraging green practices. Similarly, servant leadership can increase the positive impact of green HRM on environmental performance through promoting green innovation (Mittal, E., & Kaur, 2022). In addition, leadership encourages green innovation, an important driver of environmental and financial corporate performance. Green innovation acts as a mediator between environmental leadership and corporate outcomes, suggesting that the effects of leadership on sustainability are partially operationalized through the innovation process (Su, X et al., 2020). In addition, the presence of a strong green organizational culture, fostered by sustainable leadership practices, further enhances green innovation and sustainable organizational capabilities (Kareem, M. A., & Kummitha, 2025), thus green leadership has a direct positive influence on sustainability performance especially by encouraging green HRM, encouraging green innovation, shaping organizational culture, and empowering employee engagement in eco-friendly behaviors. These interrelated mechanisms collectively lead to improved environmental, social, and economic sustainability outcomes within organizations.

### **The Influence of Green Organizational Behavior on Sustainability Performance**

Green organizational behavior (GOB) significantly influences sustainability performance in universities by shaping environmental cultural practices, policies, and norms that collectively support sustainable development goals. Research shows that green initiatives within colleges, such as green campus programs, institutional sustainability systems, and environmental education, foster intentions and behavioral habits that promote sustainability among students and staff (Chen, C et al., 2025). Green human resource management practices are organizational behaviors geared towards environmental goals, and have been found to improve sustainability through mechanisms such as green recruitment, training, and leadership commitments. For example, green HRM practices positively affect employees' environmental enthusiasm and behavior, which mediates improved environmental performance in college (Gilal et al., 2019) Green development combined with top management commitment is an important driver that promotes sustainability outcomes at the institutional level, reflecting that leadership plays a critical role in instilling green behaviors in organizational culture (Abbas et al., 2021). In addition, an authentic leadership style that focuses on sustainability fosters green internal branding and training, which significantly

impacts sustainable practices within colleges and consequently improves their overall sustainability performance (Srivastava et al., 2020). Thus, leadership that authentically supports green values builds a supportive environment that enhances employee and student behavioral commitment to sustainability.

Organizational culture in college also interacts with green organizational behavior to influence sustainability governance and practices. Cultural orientation shapes how sustainability is implemented and regulated, reinforcing that supportive culture is essential to sustainably inculcating green behaviors across institutions (Bauer et al., 2020). A sustainable culture coupled with a formal governance structure improves the effectiveness of green initiatives and the sustainability performance of institutions. In addition, the integration of sustainability policies driven by institutional leadership facilitates sustainable practices that encourage green behavior among students, strengthening the role of leadership and policy in fostering sustainability-oriented communities within the university (Aggarwal, P., & Agarwala, 2025). Thus green organizational behavior influences sustainability performance in higher education through various interconnected pathways between environmental education and campus initiatives changing student and staff behavior, green HRM practices increasing employee environmental commitment, leadership fostering sustainable values and training and organizational culture shaping governance approaches to sustainability. Collectively, these elements create an environment within the college that promotes sustainable practices and improves sustainability outcomes.

### **Green Organizational Behavior mediates the influence of Green Leadership on Sustainability Performance in Higher Education**

Green organizational behavior (GOB) acts as an important mediating factor in the relationship between Green Leadership and Sustainability Performance in College. Green leadership, particularly transformational or sustainable leadership styles, influences the development of green organizational behaviors among staff and students, which in turn improves the institution's sustainability outcomes. This mediation role involves green leaders fostering an organizational culture that encourages environmentally responsible behavior, including green digital innovation, environmental citizenship, and sustainability policies. This is in accordance with research conducted by Shen et al (2025) who said that studies on higher education show that Green Leadership directly impacts sustainable practices through mechanisms such as the implementation of sustainability policies and the promotion of green behavior among students and employees. For example, college leadership significantly shapes sustainability policies, which mediate the effects of leadership on sustainable practices and the inculcation of environmentally conscious behaviors in students. This shows that leadership alone is not enough, and must be realized on concrete organizational behavior for sustainability success. Green Organizational Behavior includes the behavior of environmental resources and eco-initiatives by employees or members of academia, representing the manifestation of behaviors within the institution that link the vision of leadership with sustainability performance. The presence of green empowerment, resource commitment, and environmental passion among employees driven by green transformational leadership substantially promotes such behaviors (Shah et al., 2021). This empowered workforce then drives sustainable initiatives, driving environmental performance and institutional sustainability. In addition, green organizational culture and green psychological climate are elements closely related to Green Organizational Behavior that serve as important mediators in the relationship between green human resource practices and sustainable environmental performance (Priyadarshini et al., 2023b), Thus, the cultural and behavioral factors embedded in these organizations create conditions conducive for sustainability strategies to be adopted and implemented effectively.

## CONCLUSION

The purpose of this study is to analyze and empirically prove the role of green leadership in the sustainability performance of universities in the city of Bandung through Green Organizational Behavior. This research shows that green leadership, specifically transformational or sustainable leadership styles, influences the development of green organizational behaviors among staff and students, which in turn improves institutional sustainability outcomes. This mediation role involves green leaders fostering an organizational culture that encourages environmentally responsible behaviors, including green digital innovation, environment-based resources, and sustainability policies. This research is different from previous studies by focusing on universities in the city of Bandung. As a result, this research advances our understanding of how the audience consisting of lecturers, education staff and leaders of study programs or faculties or units at universities in the city of Bandung provides responses related to whether green leadership This is applied to universities in the city of Bandung. In conclusion, this study provides valuable insights into improving the Sustainability Performance of Higher Education in the city of Bandung through green leadership and green organizational behavior as the mediating factors.

Despite its limitations, these findings underline that the success of sustainable campus development in Bandung City universities is greatly influenced by the synergy between green leadership and green organizational behavior. Universities that are able to integrate environmentally sound leadership with organizational behavior that supports sustainability will have more optimal sustainability performance and make a real contribution to sustainable development at the local and global levels. In the future, this research is recommended to expand the scope of the research object by involving more universities, not only in the city of Bandung but also in other regions, so that the results of the research can provide a more comprehensive picture of the application of green leadership and green organizational behavior in improving the sustainability performance of universities. In addition, further research is suggested to add other relevant variables, such as green organizational culture, environmental commitment, or sustainable institutional policies, in order to gain a deeper understanding of the factors that affect the success of sustainable campus development.

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