

# Increasing Commitment Through the Effect of Green Training and Development and Green Behavior in State-Owned Bank Employees

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## ABSTRACT

The rising concern of global warming has spurred numerous organizations and companies worldwide to adopt green business strategies, which integrate environmental management with Human Resource Management (HRM), notably through implementing Green HRM (GHRM). The Indonesian government has also promoted eco-green applications in support of environmental sustainability in various government institutions, including state-owned banks, as a pioneer in the GHRM program. The research evaluated the influence of green training and development on organizational commitment among employees at a state-owned bank. The research raised the novelty by modifying indicators that were relevant to banking activity. Additionally, it examined the role of green behavior as a mediating factor in the relationship between green training and organizational commitment. The research involved 200 employees from the head office of a state-owned bank, using non-probability and convenience sampling methods. Then, data were analyzed using Structural Equation Modeling (SEM) and the Smart PLS 3.0 software. The findings indicate that green training and development significantly influence green behavior, substantially enhancing organizational commitment. A shift towards a more environmentally conscious work culture strengthens employees' commitment. The management of the state-owned bank, particularly the HRM departments, is advised to focus on enhancing and implementing GHRM practices. The practices include integrating green training and development into their in-person and online programs to promote green behavior and positively impact employee organizational commitment. The research underscores the mediating role of green behavior in the relationship between green training and organizational commitment, although the direct effects are more pronounced than indirect ones.

**Keywords:** green training and development, green behavior, organizational commitment

## INTRODUCTION

The earth's condition, known as global warming, experiences changes because of an increase in the average temperature of the earth's atmospheric layer, land, and oceans. In response to this situation, many companies have begun to adopt "green business" policy patterns, where they focus on integrating environmental management and Human Resource Management (HRM) (Krithika et al., 2019; Shafaei et al., 2020). It is exemplified by the implementation of

Green HRM (GHRM) (Yong et al., 2020).

GHRM is the integration of environmental aspects in an organization from the workforce or HR side (Renwick et al., 2013). It includes awareness of environmental issues to make improvements for social well-being and broader prospects. There are GHRM practices and several things that can be implemented to enhance a sustainable green culture to increase the credibility of green companies (Mishra, 2017): green recruitment, green training and development, green performance, green rewards, and green involvement.

Thus, when a company adapts the notion of “green” to a company’s process business, it means that the company thinks and considers the health sustainability of all aspects within the organization. Hence, it will move on to other topics about sustainability, pollution control, and natural ecosystems.

GHRM is also a strategic approach to HRM aimed at promoting the sustainable utilization of HR within a business organization. It entails implementing HR initiatives that support sustainable practices and enhancing the awareness and dedication of company employees to sustainability issues (Mousa & Othman, 2020). HR plays a pivotal role in determining the success or failure of a company’s endeavors to achieve sustainable business practices. The HRM is responsible for aligning organizational policies with green objectives and fostering a culture of green practices within the organization (Zubair & Khan, 2019). Adopting GHRM is expected to yield beneficial outcomes for the company and its employees (Mohamed et al., 2022). By promoting pro-environmental behavior among employees, GHRM can foster increased commitment and participation in community environmental initiatives (Jyoti, 2019; Úbeda-García et al., 2021).

Indonesia, a nation with a population of 278,7 million (Badan Pusat Statistik, 2024), must adapt to the COVID-19 pandemic. The government has implemented various policies to guide the community’s response to the pandemic, known as “Sustainability Business”. One state-owned bank has embraced sustainable business practices in its operations by aligning with the company’s mission, code of ethics, and sustainability values to achieve its company’s vision. According to Handajani et al. (2019), Purnamasari et al. (2022), and Setyowati (2023), an approach to sustainable finance is crucial for the success and longevity of state-owned banks’ comprehensive support from the financial services sector to create sustainable economic growth by harmonizing economic, social, and environmental interests (Pusva & Herlina, 2017).

State-owned banks also address climate change through digital transformation, supported by the eco-office program. The program will change the preparation of business processes for “green” practices. These changes in the green business process will shift from conventional to digital working methods, indirectly creating a new work culture and behavior for employees within the state-owned bank environment (Ratnasari et al., 2021). The green behavior will also indirectly shape efficiency behavior that supports a healthy environment. A healthy environment means an environment that is protected from health problems. According to Kim et al. (2019) and Putri et al. (2024), the implementation of eco-office, employees, and managerial parties pays attention to the governance, management, and operations of the state-owned bank to fulfill the commitment to implementing financial sustainability following the national regulation. Implementing eco-office will also lead to changes in

the green behavior of employees at work, not only at the office but also when employees work from other places (Sirait, 2023).

The role of banks in Indonesian society is very influential. The economic life of both the upper and lower middle classes is strongly supported by this sector. Therefore, the banking business is present throughout Indonesia and can be a role model of environmentally friendly behavior for life around it. GHRM is part of the corporate social responsibility of the banking sector in carrying out its operations that are directly related to the strengthening of environmentally friendly behavior of employees. As a state-owned bank, it is critical to support and implement HRM within the institution, particularly in implementing GHRM (Handajani et al., 2019; Karyani & Obrien, 2020).

Understanding and consciousness towards eco-friendly conduct can be enhanced by implementing training and development for environmental stewardship, a key component of GHRM programs. Some of the activities known from the state-owned bank are the practice of implementing safety work and environmentally friendly real work carried out by all employees from the leadership level to employees who jointly pay attention to environmental impacts by implementing “Mandiri Ber-Nyali”, namely Mandiri Moving Real for the Environment (Sirait, 2023). It is done by paying attention to the genuine efforts of the campaign, including reducing the use of plastic, paper, and electrical energy consumption and separating organic and non-organic waste (Khaer & Anwar, 2022).

The green policy practiced by the state-owned bank includes requiring employees to use personal drinking bottles and reducing the use of plastic mineral water in daily activities, especially during meetings within the organization. The company has also begun to reduce the use of hard copy documents, allowing all official documents to be processed from anywhere and anytime, making it easier for employees to carry out their duties (Khaer & Anwar, 2022). The research of GHRM activities in the green training and development program is engaging for understanding their influence on green behavior and organizational commitment.

In implementing eco-office (Ruhayat & Murwaningsari, 2019), employees and managerial parties are now paying close attention to the state-owned bank’s governance, management, and operations to fulfill the commitment to implement sustainable finance following POJK 51/2017. The bank has established three priorities in the Rencana Aksi Keberlanjutan Bisnis (RAKB) in alignment with POJK 51/2017: the development of sustainable finance products and services, internal capacity building, and overall adjustment of the organization and governance. Regarding HR development, the bank promotes the enhancement of HR capabilities through participation in workshops and benchmarking with a focus on the sustainable Crude Palm Oil (CPO) sector, renewable

energy, and sustainable construction.

The research examines the connection among variables in the development process. Development is characterized by on-the-job training and ongoing education to fulfill the company’s environmental management goals and objectives (Ali et al., 2020). According to Shafaei et al. (2020), green training and development can also enhance employees’ awareness, attitudes, knowledge, and skills in activities promoting environmentally friendly workplace programs. Green training and development encompass a structured program to encourage employees to acquire skills and raise awareness of environmental concerns (Shafaei et al., 2020). Hence, the green training program should be provided to all organizational members. The green training program can also help employees to understand the importance of environmental protection, making them more sensitive to controlling and preventing ecological pollution (Saputra & Mahaputra, 2022).

Moreover, green behavior is a habit of people who minimize damage to the environment as much as possible (Liu et al., 2020). It is also a behavior generally considered in society as a way to protect the environment and dedication to a healthy environment (Miller et al., 2022). The roles of the government, the private sector, and environmental activists are needed to socialize environmental conservation issues to increase public knowledge more comprehensively and evenly in all circles (Olalekan et al., 2019).

Meanwhile, organizational commitment is when employees are dedicated to an organization and its goals, intending to maintain their commitment to the organization (Ross, 2021). According to Al Jabri and Ghazzawi (2019), there are two approaches to formulate the definition of commitment in organizations: 1) involve an attempt to describe how this commitment can occur in various forms, explaining the differences in the relationships between members of the organization and other entities; 2) involve an attempt to separate the various entities to which individuals develop a commitment. These two approaches do not compete but can explain the definition of commitment, how it develops, and how

it affects individuals and organizations. Dedicated members of the organization will be better equipped to thrive than their non-committed counterparts. According to Reiter-Palmon and Hunter (2023), it can be concluded that commitment to the organization reflects three main dimensions: commitment, which reflects a practical organizational orientation, consideration of losses if leaving the organization, and moral expenditure to continue in the organization.

Previous research shows that green training, development, and behavior significantly affect organizational commitment. Green aspect of the organization has been tested, showing that the green implementation has a positive impact on employees’ commitment to the organization (Singh & Pandey, 2020). Similarly, green implementation has a positive impact on greening employees and organizational operations, where all these functions have a significant role, especially in shaping green organizations and operations (Paulet et al., 2021).

Similarly, according to Alzaidi and Iyanna (2022), behavior supporting green influences individual employees’ environmental attitudes and commitments. This finding is consistent with the conclusions of Jyoti (2019) that GHRM practices increase organizational commitment. The rationale for such a connection can be elucidated by considering an individual’s overall dedication to sustainability. Furthermore, commitment arises from the organization’s perceived environmentally friendly practices, enabling employees to advocate for green and sustainable practices across the organization’s activities and products (Jyoti, 2019; Likhitkar & Verma, 2017). With employees’ involvement in planning and formulating environmental strategies, it will increase employee’s knowledge and abilities in solving environmental problems. Hence, employees will indirectly contribute to their environment (Chaudhary, 2019).

The research model depicted in Figure 1 is constructed upon the findings of three prior studies executed by Jyoti (2019), Chaudhary (2019), and Alzaidi and Iyanna (2022). Following the formulation and framework, the research posits the following hypotheses:

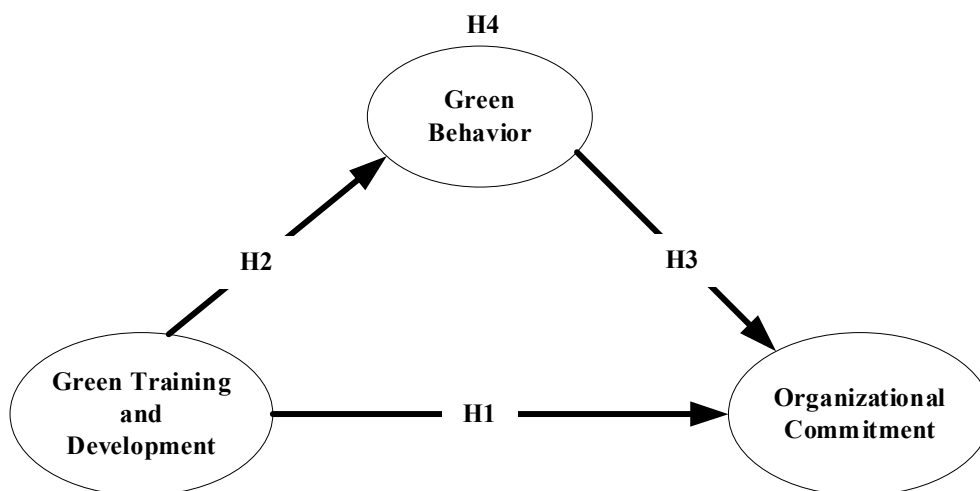


Figure 1 Research Model



- H1: Green training and development have a direct effect on organizational commitment.
- H2: Green training and development have a direct effect on green behavior.
- H3: Green behavior directly impacts organizational commitment.
- H4: Green behavior acts as a mediator in the relationship between green training and development and organizational commitment.

## METHODS

For the research, a sample of 200 respondents is drawn from a total population of 1,950 employees at the head office of a state-owned bank in Jakarta. The sampling method employed is a non-probability sampling technique known as convenience sampling. In the research, the respondents targeted are employees from supervisor to manager level. Employees at that level have generally participated in green training development programs. Given the time constraints and the difficulty of random sampling, the convenience sampling technique is used. Although the results cannot be generalized, it is expected to give an overview to the respondents of the research.

The method of collecting data involves using a questionnaire administered through Google Forms and distributed via social media (WhatsApp) and email. A questionnaire on a Likert scale (in five measurement scales) is used to collect data. The questionnaire has been tested for validity and reliability for all variables with the loading factor criteria above 0.6 (Rasoolimanesh, 2022), with 5% missing for validity and Cronbach's missing value above 0.7 for reliability. In the research, the loading factor that is declared valid is close to 0.7 to see the vital item describing the indicator variable.

The definition of GHRM refers to the definition by Saeed et al. (2019). GHRM integrates the organization's workforce (HR) with environmental aspects. Based on the theoretical framework and problem restrictions, the research only has one dimension of GHRM, namely green training and development. The statement on green training and development is taken from Chaudhary (2019). It has been modified to consist of four items. The modification is made by adding eco-green activity to the banking operations.

Next, green behavior is defined as practices involving employees in carrying out their duties following the green goals of the organization (Chaudhary, 2019). The green behavior variable is taken from Chaudhary (2019). It has been modified to consist of five items. Then, organizational commitment consist of 19 items (Allen & Meyer, 1990). According to Al Jabri and Ghazzawi (2019), there are also three dimensions of organizational commitment: affective, normative, and continuance commitment. All indicators are shown in Appendix.

Lastly, quantitative analysis is conducted using SMART PLS 3.0 software with Structural Equation Modeling (SEM) and a Partial Least Square (PLS) approach. In conducting research with the Structural Equation Modeling (SEM) model, the larger the number of samples is, the better it will be to produce a fit model. The recommended sample size is around 100 to 200 people (Hair et al., 2016). The criteria in the SEM test are tested using two criteria, namely model alignment/suitability test (Goodness of Fit (GOF)) and causality significance test with  $p = 5\%$ . The model is considered fit if all items have a loading factor greater than or equal to 0.7 ( $\geq 0.7$ ). In addition, in Smart PLS, there are model fit calculations which include Standardized Root Mean Square Residual (SRMR),  $d_{ULS}$ ,  $d_G$ , Chi-Square, and Normed Fit Index (NFI) (Hair et al., 2016).

## RESULTS AND DISCUSSIONS

In the research, 200 respondents are obtained from a total population of 1,950 employees at the head office of the state-owned bank in Jakarta. Table 1 shows 104 male respondents (52%) and 96 female respondents (48%). All respondents are aged between 25 and 60 years and from all levels of positions with a tenure of two to more than five years. The respondents, who are managerial employees, consist of 30% from the IT department, 20% from the finance department, 18% from the operations department, 14% from the legal department, and the remaining 8% from the human capital department. Most respondents use private vehicles (80%), and only 20% use public transportation.

Next, the research utilizes a measurement method employing PLS software for regression path analysis, incorporating a measurement model/outer model and a structural model (inner model). As shown in Figure 2, the results indicate that all items have a loading factor exceeding 0.7. Figure 2 explains that each item in the variables is already valid with a loading factor of more than 0.7. With high loading factor values, each item can measure the variables in the research well. Meanwhile, the average values are also relatively good. It has an average of 3.56 for green training and development, 3.91 for green behavior, and 3.42 for organizational commitment.

Evaluating the inner model involves examining the coefficient of determination, which ranges from 0 to 1. The R-squared score quantifies the extent to which the hypothesized independent variable in the equation can account for the variance in the dependent variable. Based on the data presented in Table 2, the R-squared value for green behavior is 0.409. This figure suggests that 40.9% of the variation in green behavior can be explained by green training and development, leaving the remaining 59.1% influenced by other factors. Similarly, the R-squared value for the organizational commitment is 0.543. It demonstrates that 54.3% of the variance in organizational commitment can be

Table 1 Profile of the Respondents

Profile	Respondent	%	Profile	Respondent	%
<b>Gender</b>			<b>Length of Work</b>		
Male	104	52	2 Years	28	14
Female	96	48	3–5 Years	40	20
<b>Division</b>			> 5 Years	132	66
IT	60	30	<b>Vehicle to Get to the Work Site</b>		
Risk & Legal	28	14	Private Vehicle	160	80
Operation	36	18	Public Vehicle	40	20
Finance	40	20	<b>Birth Year</b>		
Corporate Banking	20	10	1960–1980	39	19.5
Human Capital	16	8	1981–1997	161	80.5
<b>Position</b>					
Operator	52	26			
Officer	50	25			
Team Leader	39	19.5			
Department Head	34	17			
Group Head	25	12.5			

Source: Data Processed by the Authors (2023)

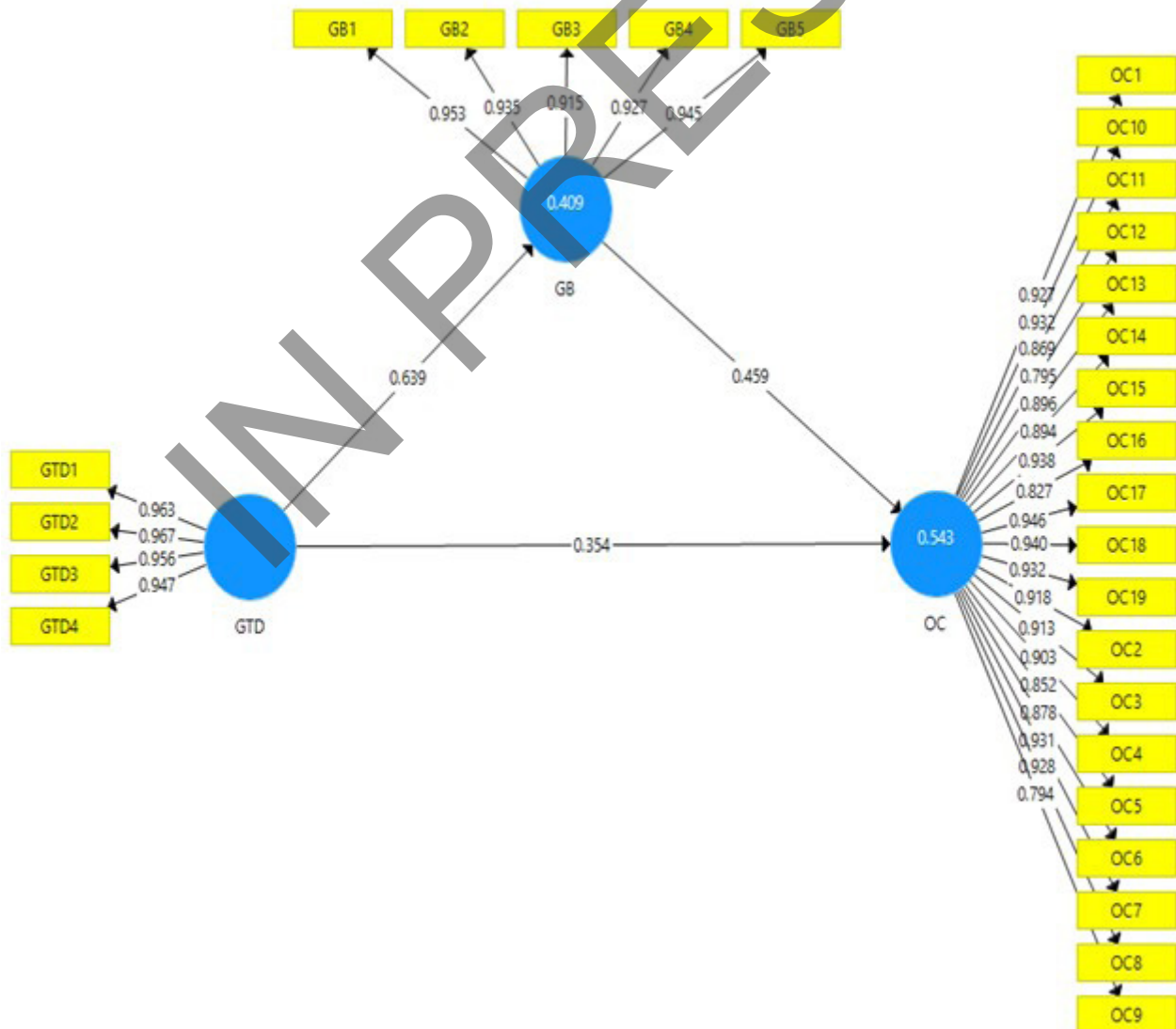


Figure 2 The Result of Path Analysis Output

explained by green training and development and green behavior, with the remaining 45.7% being attributed to unexamined factors.

Table 2 Result of R-Squared

	R-Squared	Adjusted R-Squared
Green Behavior	0.409	0.406
Organizational Commitment	0.543	0.539

Source: Result of PLS

Within the framework of inner model analysis in PLS, there is also an evaluation known as Q-square ( $Q^2$ ) analysis. It measures how well the path model can predict the original data values. In terms of the Q-Square value: 1) if the value is  $0.02 \leq Q^2 < 0.15$ , the predictive relevance is classified as small; 2) if the value is  $0.15 \leq Q^2 < 0.35$ , the predictive relevance is medium; and 3) if the value of  $Q^2$  is  $\geq 0.35$ , the predictive relevance is classified as significant, (Chin, 1998). In Table 3, the  $Q^2$  value of Green Behavior is 0.353. Therefore, green training and development have predictive relevance and a strong association with green behavior. Meanwhile, the  $Q^2$  value of Commitment is 0.427. Green training and development have predictive relevance and a strong association with organizational commitment.

Table 3 Result of Q-Square ( $Q^2$ )

	Sum of Squares of Observations (SSO)	Sum of Squared Errors (SSE)	$Q^2$
Green Behavior	1000.000	646.645	0.353
Organizational Commitment	3800.000	2177.470	0.427

Source: Result of PLS

Table 4 The Results of Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics	P-Value	Result
Green Training and Development → Organizational Commitment	0.354	0.347	0.088	4.042	0.000	Accepted
Green Training and Development → Green Behavior	0.639	0.640	0.051	12.641	0.000	Accepted
Green Behavior → Organizational Commitment	0.459	0.465	0.088	5.220	0.000	Accepted
Green Training and Development → Green Behavior → Organizational Commitment	0.293	0.298	0.064	4.610	0.000	Accepted

Source: Result of PLS

Model fit testing has also been conducted. It yields SRMR value of 0.066, more diminutive than 0.08. It shows that the model is a good fit. Then, the NFI value in the calculation results obtains a value of 0.904, close to 1. Based on these findings, it is reasonable to conclude that GOF meets the necessary fit criteria (Hair et al., 2016).

Table 4 shows the hypothesis test results. The four hypotheses proposed are proven to be significant. The research findings of the green training and development program indicate an increase in green behavior and employees' organizational commitment, aligning employees with the organizational vision and mission. Furthermore, the effect of green training and development on organizational commitment is significantly mediated by green behavior.

The findings of the hypothesis testing indicate that the implementation of environmentally friendly training and development programs has a considerable impact on employees' level of dedication and loyalty towards the organization. It is marked by a t-statistic of 4.042, greater than the t-table value, and a p-value of 0.000, smaller than 0.05. The result is consistent with previous research conducted by Singh and Pandey (2020) that green implementation has a positive impact on employees' commitment to the organization. On the other hand, green training and development are also proven to significantly influence green behavior, with a t-statistic value of 12.641 and a p-value of 0.000. This finding is consistent with Paulet et al. (2021) that green implementation has a positive impact on employees' commitment to the organization.

Next, the hypothesis test results prove that green behavior significantly influences green training and development on organizational commitment. It is supported by the t-statistic value of 4.610 and p-value of 0.000. The result supports Alzaidi and Iyanna (2022), where the influence of behavior that supports “green” toward daily tasks or work is influenced by pro-environmental attitudes or commitments owned by individual employees. The findings of Jyoti (2019) also align with the notion that implementing GHRM practices can enhance organizational commitment. This correlation is rooted in an individual’s dedication to promoting environmental sustainability. Furthermore, employees’ commitment is influenced by the organization’s perceived commitment to environmentally friendly practices, enabling them to actively advocate for green and sustainable practices within the organization’s operations (Suharti & Sugiarto, 2020).

There are several managerial implications in the research. The more consistently the organization implements green training and development, the more it will increase green behavior and commitment among employees. A sense of pride indicates this in an organization that cares about the environment and sustainability. The results also show a relatively high score of organizational commitment, with an overall of 3.42 on a scale of 5. The implementation of green training and development at state-owned bank is also relatively high, with an overall mean score of 3.56. The highest score is green behavior, with 3.91 in the high category. It suggests that environmentally friendly behavior can be enhanced, such as paperless activity, the use of tumblers, office power savings, and various other activities that reduce the increase in global warming.

As explained in H1 to H3, the implementation and results of green training and development within the state-owned bank are strongly influenced by policies issued by structural management. The guidelines issued by management have supported the implementation of green practices to increase employees’ green behavior, which positively impacts employees’ organizational commitment. So far, changes in employee behavior have shown positive results by implementing green behavior, leading to increased environmental care activities and organizational commitment. Therefore, organizations must plan and strategize to continuously train employees toward sustainable business to support this condition. Many things can be done, such as implementing green training and development, which can be carried out regularly and consistently through online training programs and environmental awareness activity campaigns. The success of training and development in understanding and awareness of environmentally friendly behavior will increase employee organizational commitment, contributing to protecting the environment and preserving a harmonious life with the earth.

Based on demographic research data, it has been noted that most employees from the millennial

generation (aged 25 to 35 years) have promoted green behavior and organizational commitment in state-owned bank. This generation is expected to inspire the community to engage in caring and environmentally friendly behavior, as they are active in the community and possess good information technology knowledge. This condition allows for energy and natural resources to be saved through eco-friendly office activities and efficient digital work. Providing training to raise awareness among the millennial generation will enable them to become environmentally conscious and develop green habits.

Improving and developing green training and development in organizations should be followed by implementing green performance, which can serve as a Key Performance Indicator (KPI) for overall performance. Practicing green behavior in the workplace can motivate employees to incorporate green habits into their everyday lives. Therefore, green behavior is expected to become a way of life, not only in the workplace but also in everyday life. Considering the urgency of the global warming issue to be tackled together around the world, one of the effective ways to campaign for environmentally friendly behavior is from the world of work.

HR behavior will become a habit that is brought into life both at work and at home. Employees’ environmentally friendly behaviors are expected to be a driving force and an example for the community. Employees who behave in green can also campaign for the green movement in their families and surrounding communities by providing information about the impact of global warming on life if it is not immediately prevented. The positive thing that is important for HR with the implementation of GHRM and environmentally friendly behavior is the increase in organizational commitment that gives pride and a desire to continue to advance the organization while maintaining life in the work environment and society and life on earth sustainably.

Seeing how important awareness of global warming is for environmental sustainability, it is time for the government of Indonesia to make rules for all companies in Indonesia to implement GHRM. Environmental awareness must be mandatory, and it can start from the workplace. The workplace can implement all the programs related to environmental care that start with the implementation of GHRM as part of the HRM function.

## CONCLUSIONS

After carefully examining the research findings and corresponding discussions, it can be inferred that providing green training and development to employees to establish an eco-friendly office can enhance employees’ environmentally conscious behavior as they perform their tasks and fulfill their responsibilities. A change in work culture by paying more attention to the impact on the environment will increase employees’ organizational commitment to



work, especially in the public sector environment.

Based on the research findings, it is recommended that the state-owned bank's management, particularly in the HRM departments, focus on enhancing and implementing GHRM practices. It includes the incorporation of green training and development into the program, both in-person and online, to promote green behavior and foster a positive impact on employee organizational commitment. However, it is essential to monitor and evaluate these efforts. Furthermore, additional research is suggested to investigate the influence of other GHRM components on organizational commitment and the extent to which employees in public and non-public companies across various industries consistently support green behavior.

The research is conducted only on head office employees using a nonprobability sampling method, so the results cannot be generalized to all state-owned bank employees. However, they can illustrate the characteristics of the existing respondents. Future research can utilize GHRM program variables with more complete dimensions and a more representative sample.

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## APPENDIX

### Indicators Used in the Research

Variable	Indicator	Code
Green Training and Development	Our organization develops environmental management training programs to enhance employees' environmental awareness, skills, and expertise.	GTD1
	Our organization provides environmentally friendly training to employees to promote eco-friendly values.	GTD2
	Our organization has integrated training to create employees' emotional involvement in environmental management.	GTD3
	Our organization provides environmentally friendly training for employees to develop the necessary knowledge and skills for eco-friendly management.	GTD4
Green Behavior	Our employees complete office tasks while adhering to and applying eco-friendly concepts (e.g., reducing paper use, sorting waste, maintaining workspace cleanliness, or conserving electricity, water, and other resources).	GB1
	Our employees are responsible for fulfilling their duties while continuing to apply eco-friendly concepts (e.g., reducing paper use, sorting waste, maintaining workspace cleanliness, or conserving electricity, water, and other resources).	GB2
	Our employees carry out tasks assigned by management with the expectation of implementing eco-friendly concepts (e.g., reducing paper use, sorting waste, maintaining workspace cleanliness, or conserving electricity, water, and other resources).	GB3
	We take the opportunity to engage actively in environmental protection activities within our organization	GB4
	At the workplace, our employees take the initiative to apply eco-friendly habits, such as reducing paper use, sorting waste, maintaining workspace cleanliness, or conserving electricity, water, and other resources.	GB5
Organizational Commitment	I am happy to be a member of this organization that practices environmentally friendly behaviors.	OC1
	I enjoy discussing my organization with people outside of it.	OC2
	I think that the organization's problems are also my problems.	OC3
	I think I can be as attached to another organization as I am to this one.	OC4
	I do not feel like I am part of this organization.	OC5
	I feel emotionally attached to this organization with its green behavior policies.	OC6
	This organization holds deep meaning for me and aligns with my personal values.	OC7
	I am concerned about losing the investments I have made in this organization.	OC8
	If I were no longer a member of this organization, I would be upset because my life would be disrupted.	OC9
	I am loyal to the organization because I have invested a lot emotionally, socially, and economically here.	OC10
	I often feel anxious about what I may lose without this organization.	OC11
	Sometimes, I worry about what will happen if something occurs to this organization and I am no longer a member.	OC12
	I am dedicated to the organization because I fear losing what I have here.	OC13
	I feel indebted to the organization because of what it has given me.	OC14
	This organization deserves my loyalty due to how it has treated me.	OC15
	I would feel like I was letting my colleagues down if I were no longer a member of this organization.	OC16
	I am loyal to this organization because my values align with its values.	OC17
	This organization has a mission I believe in, and I am committed to that mission.	OC18
	I feel it is morally right to dedicate myself to this organization.	OC19