

The Influence of Work Environment and Green Transformational Leadership on Employee Green Behavior with Green Motivation as a Mediating Variable at PT. Hermed

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ABSTRACT

Environmental degradation and the growing emphasis on sustainable development have urged organizations to extend their focus beyond mere economic performance. In this context employees' pro-environmental behavior becomes a crucial element in the effective execution of organizational sustainability programs. This study seeks to investigate the influence of the work environment and green transformational leadership on employees' green behavior with green motivation acting as a mediating variable at PT Hermed. A quantitative approach employing a causal associative design was applied in this research. The population consisted of all permanent employees of PT Hermed with a total sample of 53 respondents selected through a saturated sampling technique. Data were gathered using a Likert-scale questionnaire and analyzed through Structural Equation Modeling-Partial Least Squares (SEM-PLS) utilizing SmartPLS 3.0 software. The findings reveal that both the work environment and green transformational leadership exert a positive and significant impact on employees' green behavior. Moreover these two variables also demonstrate a positive and significant effect on employees' green motivation. Further analysis indicates that green motivation positively and significantly influences employees' green behavior and serves as a mediating variable in the relationship between the work environment green transformational leadership and employees' green behavior.

INTRODUCTION

The increasing issues of environmental degradation and global climate change have become a major concern for organizations worldwide. Companies are no longer expected solely to attain competitive advantage and financial performance; they are also required to actively contribute to environmental sustainability and support sustainable development (Chen 2022). Pressure from the government through environmental regulations stakeholder demands and raising environmental consciousness among the general public issues make the application of eco-friendly procedures a strategic necessity for modern organizations (Weber & Kassab 2024). In this context the successful implementation of a sustainability strategy depends heavily on employee engagement and behavior in carrying out daily work activities.

One form of employee involvement in supporting organizational sustainability is reflected through green behavior among employees which is employee behavior oriented towards environmental conservation efforts both formal and voluntary. Such behavior encompasses everyday practices such as conserving energy minimizing paper usage properly managing waste and complying with environmentally responsible workplace procedures (Ilmi et al. 2024). Employee green behavior represents a key determinant in the effective execution of organizational environmental policies since even the most well-formulated sustainability strategies cannot achieve optimal results without ongoing and committed participation from employees (Xing et al. 2022).

However, the development of green behavior among employees does not occur automatically. This behavior is influenced by various organizational factors including structural contextual and psychological factors. One important contextual factor influencing employee outcomes is the work environment which includes both physical and non-physical conditions encountered by employees in the course of performing their job duties (Du & Yan 2022). A comfortable safe and clean work environment that supports sustainable values will encourage employees to care more about the environment and adopt environmentally friendly work behaviors. Conversely a less conducive work environment can hinder employee awareness and commitment to green practices even if the company has a clear environmental policy (Cahyadi et al. 2023).

Apart from the work environment leadership assumes a pivotal role in influencing employees' pro-environmental behavior. Green transformational leadership refers to a leadership approach that combines the core elements of environmental consciousness and transformative leadership environmental responsibility and sustainability values (Sobaih et al. 2022). Leaders with this style not only focus on achieving organizational targets but also act as agents of change inspiring motivating and modeling environmentally friendly behaviors for employees. Through a sustainability-oriented vision inspiring communication and support for green innovation leaders can influence employee attitudes and behaviors to become more aware of the environmental impact of their work activities (Elshaer et al. 2024).

However, the influence of the work environment and Green Transformational Leadership on green behavior among employees is not always

direct. Internal employee psychological factors particularly Green Motivation play a crucial role in bridging this relationship green motivation can be understood as the combination of intrinsic and extrinsic drivers that stimulate employees to perform environmentally responsible behaviors at work. Individuals who possess strong green motivation typically show greater dedication to sustainability initiatives and willingly participate in actions that promote environmental protection even in the absence of direct oversight from their supervisors (Ul et al. 2024).

A supportive work environment and green-oriented leadership are believed to increase employee green motivation. When employees perceive a strong organizational and leadership commitment to environmental issues, they are more likely to be psychologically motivated to align their personal values with the values upheld by the organization. (Azhari et al. 2025). Strong green motivation will then be reflected in the consistent and sustainable improvement of green behavior among employees (Sanjaya & Edastama 2025). Thus, Green Motivation has the potential to be a mediating variable that explains how the work environment and Green Transformational Leadership influence employees' green behavior.

Based on the results of a pre-survey of PT Hermed employees The findings indicate that employees' green behavior remains below the expected level. This is evident in the still low level of energy and resource conservation behavior with 58% of employees stating they have not consistently implemented it and 61% of employees stating they do not always comply with environmentally friendly work procedures. Furthermore 55% of respondents assessed that the work environment at PT Hermed Does not fully facilitate the development of employees' environmentally responsible behavior.

From the leadership side the pre-survey showed that green transformational leadership has not been optimally felt indicated by 60% of employees who stated that leaders have not consistently provided examples in environmentally friendly behavior and 56% of employees stated that leaders have not actively motivated employees to care about the environment. Furthermore, employee green motivation is also still relatively low reflected by 59% of respondents who stated that they do not have a strong personal drive to behave through environmentally sustainable practices. Employee participation in the company's environmental program is also still limited with 54% of respondents stating that they are not willing to be involved. The findings of this pre-survey indicate a gap between the company's sustainability efforts and actual employee behavior Therefore this provides an important basis for examining the effects of the work environment and green transformational leadership on green behavior among employees with green motivation serving as a mediating variable among employees of PT Hermed.

On the other hand, prior studies have reported inconsistent findings related to the influence of the workplace environment and green transformational leadership on environmentally responsible employee behavior. Studies by Li et al. (2021) and Ansari and Khan (2024) found a positive and significant influence while studies by Paillé et al. (2020) and Raineri et al. (2022)

showed a weak or contextual influence. Furthermore, research on Green Motivation as a mediating variable is still limited particularly in the context of Indonesian companies although studies by Abourobah et al. (2024) and Kim et al. (2024) emphasized the importance of green motivation in encouraging employee environmentally friendly behavior. These inconsistencies in findings indicate a research gap that requires further study by taking into account the organization's empirical conditions.

Based on previous findings and the research gaps that have been identified this study aims to examine the influence of the work environment and green transformational leadership on green behavior among employees with green motivation acting as a mediating variable.

LITERATURE REVIEW

Theory of Planned Behavior

Drawing on preliminary findings and the research gaps that have been recognized this study seeks to investigate the impact of the work environment and green transformational leadership on employees' green behavior with green motivation functioning as a mediating variable. Within the organizational context this theoretical perspective helps explain how employees' behavior – particularly environmentally oriented behavior – is shaped by both internal and external determinants (Ardiana & Supriadi 2024). The implementation of the Theory of Planned Behavior in this research provides a conceptual foundation for explaining the process through which such behaviors are formed and developed of environmentally friendly employee behavior as a consequence of psychological motivation and organizational support. This theory is used as a general framework to investigate the relationships among the research variables without directly intervening in the conceptual discussion of each variable (Azhari et al. 2025).

Employee Green Behavior

This refers to employee behavior that is directed toward supporting environmental sustainability initiatives within the workplace. This behavior includes actions taken in accordance with organizational policy as well as voluntary actions taken out of the employee's personal awareness (Ilmi et al. 2024). Examples of Employee Green Behavior include energy conservation waste reduction efficient use of resources and adherence to environmentally friendly work procedures (Du & Yan 2022). Employee green behavior is crucial for the effective execution of an organization's sustainability strategy. Without consistent employee behavior a company's environmental policies will not be implemented optimally (Xing et al. 2022).

Work Environment

The work environment refers to the comprehensive set of physical and psychosocial conditions experienced by employees during the execution of their job responsibilities. The physical dimension includes aspects such as workplace facilities spatial arrangement lighting cleanliness and overall comfort.

Meanwhile the non-physical dimension involves interpersonal relationships among colleagues' communication with supervisors as well as the prevailing organizational climate and culture (Weber & Kassab 2024). A supportive and well-structured work environment creates feelings of comfort and security while also providing adequate support for employees which in turn enhances their motivation and work engagement (Chen 2022). A work environment that supports environmentally friendly values can also facilitate employees' consistent implementation of green behavior in their daily work activities (Du & Yan 2022).

Previous research has shown that an environmentally oriented organizational climate and support are associated with increased employee pro-environmental behavior. Elshaer et al. (2023) emphasized that a perceived green work environment can motivate encourages employees to adopt environmentally responsible behavior. Furthermore Naz et al. (2022) explained that organizational policies and conditions can shape green behavior through internal employee mechanisms. Al Nuaimi et al. (2022) explained that environmentally oriented organizational practices including green training and increased environmental awareness are associated with increased green motivation. This finding is consistent with Naz et al. (2022) who argued that organizational conditions and policies influence employees' psychological factors before being manifested in their behavior. Based on this explanation the hypothesis of this study is formulated as follows:

H1: The work environment has a positive and significant influence on employee green behavior.

H3: Work environment has a positive and significant effect on green motivation.

Green Transformational Leadership

This leadership approach integrates the core principles of transformational leadership with a strong focus on environmental consciousness. Leaders who adopt this style are capable of inspiring and motivating employees while also acting as exemplary figures in promoting environmentally responsible behavior (Cahyadi et al. 2023). Green-oriented leadership emphasizes the importance of a sustainable vision and a commitment to environmental preservation in every decision-making process. Through inspiring communication and support for green innovation leaders can influence employee attitudes and behaviors (Ul et al. 2024). Green Transformational Leadership plays a significant role in fostering employees' environmental awareness and strengthening their commitment to sustainable work practices within the organization (Ardiana & Supriadi 2024).

Numerous empirical studies have demonstrated that green transformational leadership is positively and significantly related to increased employee green behavior. Chen and Wu (2022) Liu and Yu (2023) and Yu et al. (2022) demonstrated that green transformational leadership has a positive relationship with employee green behavior and environmental organizational citizenship behavior. Furthermore, Putri and Amanda (2024) confirmed through a systematic literature review that this relationship is consistently found across

various organizational contexts. Chen and Wu (2022) showed that the presence of green transformational leadership contributes to higher levels of employees' psychological preparedness and environmental awareness. Furthermore, Elshaer and Azazz (2024) emphasized that encouraging green behavior and motivation among employees is influenced by role models and leadership support. Based on the foregoing discussion the hypotheses of this study are formulated as follows:
H2: Green transformational leadership has a positive and significant effect on employee green behavior.

H4: Green transformational leadership has a positive and significant effect on green motivation.

Green Motivation

Green motivation can be defined as the intrinsic and extrinsic drivers that encourage employees to perform environmentally responsible behaviors in the workplace. It represents the extent to which employees demonstrate concern awareness and commitment toward environmental sustainability (Xing et al. 2022). Individuals who possess strong green motivation tend to take initiative in adopting pro-environmental practices and are more actively involved in organizational sustainability programs (Ardiana & Supriadi 2024).

Higher levels of organizational civic behavior for the environment are positively correlated with green motivation, according to research by Al Nuaimi et al. (2022). Sanjaya and Edastama (2025) and Azhari et al. (2025) presented consistent evidence, emphasizing the importance of green motivation in influencing green behavior among employees. Additionally, both researches highlighted how green motivation acts as a mediator between green organizational policies and pro-environmental action on the part of employees. This indicates that green motivation is an important mechanism in explaining the relationship between the work environment and employee green behavior. Research by Azhari et al. (2025) and Sanjaya and Edastama (2025) indicates that green motivation represents an important pathway in explaining the relationship between green leadership practices or styles and employee green behavior. Based on the foregoing discussion the hypotheses of this study are formulated as follows:

H5: Green motivation has a positive and significant effect on employee green behavior.

H6: Green motivation has an influence in mediating the relationship between the work environment and employee green behavior.

H7: Green motivation has an influence in mediating the relationship between green transformational leadership and employee green behavior.

Based on all the explanations above the hypothesis framework in this study is as follows:

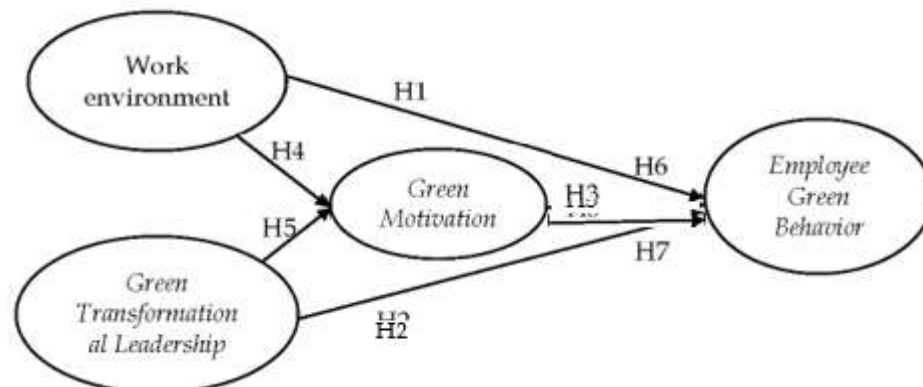


Figure 1. Hypothesis Framework

METHODOLOGY

This study takes a quantitative approach using a causal-associative research design to investigate the causative linkages between the work environment and Green Transformational Leadership on Employee Green Behavior, with Green Motivation acting as a mediating variable. The population included all permanent employees of PT Hermed. Given the limited population size, a saturation sampling strategy was used, with all members of the population serving as research participants. As a result, the overall sample size was 53 permanent employees from PT Hermed. Questionnaires were distributed to respondents in order to collect primary data, while firm records, academic literature, scholarly journals, and other pertinent sources pertaining to the research issue were used to collect secondary data. A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used in the questionnaire, which was created using the indications that corresponded to each research variable. SmartPLS version 3 software was used to analyze the data using Structural Equation Modeling using a Partial Least Squares method (SEM-PLS). Because of its versatility in managing data without necessitating the assumption of a normal distribution and its usefulness for analyzing intricate research models, including mediating variables, this analytical technique was selected. The assessment of the measurement model (outer model) and the evaluation of the structural model (inner model) were the two phases of the model evaluation process. The validity and reliability of the indicators used to indicate the research constructs were assessed by looking at the measurement model. Factor loadings and the Average Variance Extracted (AVE) were used to examine convergent validity, while Cronbach's Alpha and Composite Reliability coefficients were used to measure construct reliability. When a construct met the predetermined threshold criteria, it was deemed valid and dependable.

To investigate the connections between the variables suggested in the research framework, the structural model (inner model) was assessed. In order to evaluate the inner model, the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) were examined. A bootstrapping approach was used for hypothesis testing in order to provide t-statistics and p-values. When the p-value was less than or equal to 0.05 and the t-statistic was equal to or greater than 1.96, the hypothesis was deemed supported. Additionally, a mediation

analysis was carried out to evaluate how Green Motivation mediates the impacts of Green Transformational Leadership and the workplace on Employee Green Behavior. The mediating effect was determined by examining the significance of the indirect effects obtained through the bootstrapping results. The mediating variable was declared to play a role if the indirect influence path showed p-values ≤ 0.05 .

RESEARCH RESULT

Profile Respondent

Respondents in this study were dominated by men as many as 34 people (64.2 percent) compared to women 19 people (35.8 percent), with the majority being in the productive age range of 31–35 years as many as 17 people (32.1 percent), followed by those aged over 35 years (24.5 percent), 25–30 years (22.6 percent), and under 25 years (20.8 percent). In terms of education, most respondents were Bachelor's graduates as many as 32 people (60.4 percent), followed by high school/vocational school graduates (22.6 percent), postgraduate (11.3 percent), and Diploma D3 (5.7 percent).

Outer Model Validity Test

Table 1. Outer Loading

	<i>Work environment</i>	<i>Green Transformational Leadership</i>	<i>Employee Green Behavior</i>	<i>Green Motivation</i>
X1.1	0.924			
X1.10	0.917			
X1.2	0.915			
X1.3	0.944			
X1.4	0.951			
X1.5	0.941			
X1.6	0.901			
X1.7	0.906			
X1.8	0.892			
X1.9	0.766			
X2.1		0.938		
X2.10		0.870		
X2.11		0.915		
X2.12		0.860		
X2.2		0.868		
X2.3		0.909		
X2.4		0.876		
X2.5		0.914		
X2.6		0.909		
X2.7		0.932		
X2.8		0.923		

X2.9	0.887	
Y1		0.907
Y10		0.874
Y2		0.862
Y3		0.914
Y4		0.899
Y5		0.893
Y6		0.884
Y7		0.941
Y8		0.900
Y9		0.882
Z1		0.945
Z10		0.944
Z2		0.937
Z3		0.947
Z4		0.972
Z5		0.965
Z6		0.958
Z7		0.894
Z8		0.922
Z9		0.901

Source: Processed by Researchers

All indicators measuring the Work Environment Green Transformational Leadership Employee Green Behavior and Green Motivation constructs exhibit outer loading values greater than 0.70, meeting the necessary requirements for convergent validity, according to the convergent validity results displayed in Table 2. As a result, every indicator is regarded as legitimate and appropriate for further examination.

Table 2. Fornel Lacker

Variables	<i>Employee Green Behavior</i>	<i>Green Motivation</i>	<i>Green Transformational Leadership</i>	Work environment
<i>Employee Green Behavior</i>	0.896			
<i>Green Motivation</i>	0.699	0.939		
<i>Green Transformational Leadership</i>	0.614	0.303	0.900	
Work environment	0.624	0.513	0.396	0.907

Source: Processed by Researchers

The square root of the AVE for each concept is higher than its correlations with other constructs, according to the discriminant validity assessment using the Fornell–Larcker criterion, which is shown in Table 4. This shows that the prerequisites for discriminant validity have been fulfilled. As a result, all constructs are deemed appropriate for usage in the study model and capable of reflecting various notions.

Table 3. Cross Loading

	Work environment	Green Transformational Leadership	Employee Green Behavior	Green Motivation
X1.1	0.924	0.241	0.650	0.601
X1.10	0.917	0.332	0.661	0.564
X1.2	0.915	0.361	0.739	0.589
X1.3	0.944	0.365	0.669	0.624
X1.4	0.951	0.240	0.650	0.645
X1.5	0.941	0.314	0.661	0.685
X1.6	0.901	0.222	0.607	0.601
X1.7	0.906	0.224	0.627	0.654
X1.8	0.892	0.223	0.651	0.594
X1.9	0.766	0.302	0.638	0.694
X2.1	0.555	0.938	0.507	0.427
X2.10	0.502	0.870	0.615	0.508
X2.11	0.502	0.915	0.634	0.482
X2.12	0.444	0.860	0.604	0.511
X2.2	0.510	0.868	0.591	0.501
X2.3	0.499	0.909	0.555	0.466
X2.4	0.476	0.876	0.541	0.510
X2.5	0.462	0.914	0.633	0.505
X2.6	0.411	0.909	0.524	0.405
X2.7	0.438	0.932	0.375	0.251
X2.8	0.281	0.923	0.548	0.233
X2.9	0.489	0.887	0.634	0.392
Y1	0.386	0.286	0.907	0.427
Y10	0.316	0.377	0.874	0.048
Y2	0.455	0.397	0.862	0.367
Y3	0.378	0.362	0.914	0.277
Y4	0.296	0.358	0.899	0.219
Y5	0.313	0.386	0.893	0.219
Y6	0.359	0.418	0.884	0.114
Y7	0.330	0.386	0.941	0.247
Y8	0.288	0.265	0.900	0.236
Y9	0.312	0.341	0.882	0.302
Z1	0.545	0.524	0.626	0.945
Z10	0.598	0.510	0.413	0.944
Z2	0.517	0.632	0.568	0.937
Z3	0.545	0.496	0.562	0.947
Z4	0.573	0.479	0.523	0.972
Z5	0.551	0.560	0.584	0.965
Z6	0.539	0.638	0.484	0.958
Z7	0.626	0.551	0.552	0.894
Z8	0.530	0.521	0.504	0.922
Z9	0.559	0.570	0.524	0.901

Source: Processed by Researchers

Each indicator shows the highest loading on its corresponding construct according to the findings of the discriminant validity test utilizing the cross-loadings shown in Table 5. As a result, the study model meets the requirements for discriminant validity and can be examined further.

Table 4. HTML

Variables	Work environment	Green Transformational Leadership	Green Motivation	Employee Green Behavior
Work environment	0.712			
Green Transformational Leadership	0.617	0.290		
Green Motivation	0.632	0.513		
Employee Green Behavior			0.397	

Source: Processed by Researchers

According to the Heterotrait–Monotrait Ratio (HTMT) discriminant validity assessment, all of the constructs' HTMT values fall below the 0.90 criterion, as Table 6 illustrates. This result confirms that the study model meets the necessary discriminant validity criteria since each construct exhibits sufficient discriminant validity.

Table 5. AVE

Variables	AVE
Employee Green Behavior	0.803
Green Motivation	0.881
Green Transformational Leadership	0.811
Work environment	0.823

Source: Processed by Researchers

Table 3 demonstrates that all variables' AVE values are more than the 0.50 cutoff, indicating that each concept has sufficient convergent validity. 0.50 thereby satisfying the convergent validity criteria. Consequently all constructs are considered valid and appropriate for use in structural model testing.

Reliability

Table 6. Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Employee Green Behavior	0.973	0.973	0.976
Green Motivation	0.985	0.986	0.987
Green Transformational Leadership	0.979	0.984	0.981
Work environment	0.976	0.982	0.979

Source: Processed by Researchers

Based on the reliability test results presented in Table 6, all variables demonstrate Cronbach's Alpha, rho_A, and composite reliability values exceeding 0.70, thereby fulfilling the reliability criteria. Consequently, all constructs are considered reliable and suitable for structural model testing.

Inner Model

Coefficient of Determination

Table 7. Coefficient of Determination

Variables	R Square	Adjusted R Square
<i>Employee Green Behavior</i>	0.774	0.886
<i>Green Motivation</i>	0.775	0.846

Source: Processed by Researchers

The model's strong explanatory ability is indicated by the R2 values for employee green behavior and green motivation, which fall into the high category according to the coefficient of determination (R2) results shown in Table 7.

Goodness of Fit (GoF) Index

In structural equation modeling with partial least squares (SEM-PLS), the Goodness of Fit (GoF) index is used to evaluate a model's overall suitability. The GoF value integrates the quality of the model's measurement represented by the Average Variance Extracted (AVE) value and the model's structural quality represented by the R-Square value. The greater the GoF value the more robust the model is in capturing the relationships among the variables under investigation.

Mathematically, the GoF value is calculated using the following formula:

$$GoF = \sqrt{AVE \times R^2}$$

with:

$$AVE = \frac{0,803 + 0,881 + 0,811 + 0,823}{4} = 0,8295$$

$$R^2 = \frac{0,774 + 0,775}{2} = 0,7745$$

So we get:

$$GoF = \sqrt{0,8295 \times 0,7745}$$

$$GoF = \sqrt{0,6427}$$

$$GoF = 0,802$$

The Goodness of Fit (GoF) value of 0.802 indicates that the research model has a very good level of fit as it exceeds the criteria for a high GoF (>0.36). This suggests that both the measurement model and the structural model's relationships between the constructs can be well explained by the model. thus the research model is deemed suitable for use in hypothesis testing and further analysis.

Q2 Value

Table 8. Q2

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
<i>Employee Green Behavior</i>	530,000	237,379	0.552
<i>Green Motivation</i>	530,000	405,748	0.234
<i>Green Transformational Leadership</i>	636,000	636,000	
Work environment	530,000	530,000	

Source: Processed by Researchers

The Employee Green Behavior construct has a Q2 value of 0.552, indicating good predictive relevance, according to the predictive relevance assessment using Q2 values shown in Table 8. In contrast, the Green Motivation construct has a modest predictive relevance, as indicated by its Q2 value of 0.234. The model exhibits predictive importance for both endogenous constructs, as confirmed by the positive Q² values (higher than zero). On the other hand, because they are designated as exogenous variables in the structural model, Green Transformational Leadership and Work Environment do not have Q² values. All things considered, these findings show that the suggested model has a good predictive power for the endogenous variables being studied.

F-Square

Table 9. F-Square

Variables	Employee Green Behavior	Green Motivation
Employee Green Behavior		
Green Motivation	0.527	
Green Transformational Leadership	0.405	0.485
Work environment	0.568	0.252

Source: Processed by Researchers

Based on the results of the effect size test using the F-square value in Table 9, the exogenous variables showed a moderate to large effect size on the endogenous variables. This indicates that each variable has a substantial contribution in explaining the research model.

Hypothesis Testing

Table 10. Hypothesis Testing

Information	Original Sample (O)	T Statistics (O/STDEV)	P Values
Green Motivation -> Employee Green Behavior	0.463	2,446	0.015
Green Transformational Leadership -> Employee Green Behavior	0.380	4,530	0.000
Green Transformational Leadership -> Green Motivation	0.119	3,884	0.005
Work Environment -> Employee Green Behavior	0.236	3,267	0.000
Work Environment -> Green Motivation	0.466	3,028	0.003
Green Transformational Leadership -> Green Motivation -> Employee Green Behavior	0.055	3,760	0.001
Work Environment -> Green Motivation -> Employee Green Behavior	0.216	3,591	0.002

Source: Processed by Researchers

Based on the table above, the following results were obtained:

H1: Employee green behavior is positively and significantly influenced by the work environment.

With a p-value below 0.05, a path coefficient of 0.236, and a t-statistic of 3.267 (> 1.96), the results demonstrate that employee green behavior is positively and significantly impacted by the workplace. H1 is so approved.

H2: Employee green behavior is positively and significantly impacted by green transformational leadership.

The t-statistic is 4.530 (> 1.96), the p-value is 0.000 (< 0.05), and the path coefficient (O) value is 0.380. These findings suggest that employee green behavior is positively and significantly influenced by green transformational leadership. H2 is therefore approved.

H3: Green motivation is positively and significantly impacted by the workplace. Along with a t-statistic of 3.028 (higher than 1.96) and a p-value of 0.003 (less than 0.05), the path coefficient (O) is 0.466. These results imply that green motivation is positively and statistically significantly impacted by the workplace. H3 is therefore approved.

H4: Green motivation is positively and significantly impacted by green transformational leadership.

With a p-value of 0.005 (less than 0.05) and a t-statistic of 3.884 (higher than 1.96), the path coefficient (O) is 0.119. According to these results, green motivation is positively and statistically significantly impacted by green transformational leadership. H4 is therefore approved.

H5: Employee green behavior is positively and significantly impacted by green motivation.

With a t-statistic of 2.446 (higher than 1.96) and a p-value of 0.015 (less than 0.05), the path coefficient (O) is 0.463. These results show that employee green behavior is positively and statistically significantly impacted by green motivation. H5 is therefore approved.

H6: The association between employee green behavior and the work environment is mediated by green motivation.

With a p-value of 0.002 (less than 0.05) and a t-statistic of 3.591 (higher than 1.96), the indirect route coefficient (O) is 0.216. These results suggest that the relationship between the workplace and green behavior among employees is significantly mediated by green motivation. Thus H6 is accepted.

H7: The relationship between employee green behavior and green transformational leadership is mediated by green motivation.

The t-statistic was 3.760 (> 1.96), the p-value was 0.001 (< 0.05), and the indirect path coefficient (O) was 0.055. These findings suggest that the relationship between green transformational leadership and green behavior among employees is substantially mediated by green motivation. H7 is therefore approved.

DISCUSSION

The Influence of the Work Environment on Employee Green Behavior

The results show that employee green behavior is positively and significantly impacted by the work environment. This suggests that the more

favorable the working environment, the more employees are likely to exhibit environmentally friendly behavior at work. This is true both in terms of sustainability policies and organizational norms as well as environmentally friendly facilities. According to these results, workers who are employed in a sustainable workplace are more likely to exhibit eco-friendly practices in their day-to-day tasks, such as conserving resources, following eco-friendly protocols, and taking part in the company's environmental initiatives (Alberto et al. 2023).

According to the Theory of Planned Behavior (TPB), the workplace can be viewed as a contextual element that reinforces perceived behavioral control and shapes subjective standards. When a workplace offers sustainable policies, green facilities, and organizational support, it establishes a social norm that green conduct is expected and acceptable (Priatna 2025). In addition the availability of clear tools and regulations increases employees' perception that environmentally friendly behavior is easy to implement.

The findings of this study are consistent with those of Elshaer et al. (2023), who demonstrated that a perceived green workplace can create a psychological atmosphere that encourages eco-friendly conduct from staff members. Additionally, Naz et al. (2022) clarified that by affecting employees' internal procedures, organizational policies and these circumstances support the growth of green behavior. The TPB viewpoint is thus supported by the study's findings, which show that organizational environmental elements affect employees' intentions as well as their actual conduct.

The Influence of Green Transformational Leadership on Employee Green Behavior

The study's findings demonstrate that green transformational leadership significantly and favorably influences employees' green behavior. This implies that managers who can inspire, motivate, and serve as role models for eco-friendly conduct might motivate staff members to continuously adopt eco-friendly practices. This suggests that leaders who act in an environmentally responsible manner communicate a sustainable vision. Offering encouragement and inspiration might encourage staff members to practice environmentally friendly behavior at work (Sadiq 2023). The Theory of Planned Behavior states that leadership has an impact on how employees build their behavioral attitudes and subjective norms. Leaders who exhibit environmentally conscious behavior on a regular basis set norms of conduct that staff members find significant and deserving of adherence (Tongsoongnern & Shing 2022). In addition communication of the sustainability vision from the leadership forms a positive attitude among employees towards green behavior as something valuable and beneficial (Putri 2024).

These findings are in line with research by Yu et al. (2022), Liu and Yu (2023), and Chen and Wu (2022), which discovered a connection between green transformational leadership and pro-environmental behavior and environmental citizenship among employees. A comprehensive review of the literature was carried out by Putri and Amanda (2024). It also shows how green transformational leadership consistently supports green behavior from staff

members across a range of business circumstances. Thus, these research findings confirm the TPB's assertion that the norms and attitudes of leaders have an impact on actual employee behavior.

The Influence of Work Environment on Green Motivation

The findings show that green motivation is significantly improved by a supportive work environment. This implies that an environment that encourages sustainability at work can boost workers' motivation to act sustainably. According to these results, a workplace that encourages sustainable practices might boost workers' motivation to take an interest in and participate in eco-friendly activities (Ilmi et al. 2024). According to the TPB paradigm, green motivation is a component of how attitudes and perceived behavioral control are formed. Employees' perception that environmentally friendly behavior is not only desirable but also practically possible is strengthened in an environment that offers green policies and organizational support (Priatna 2025).

Research by Al Nuaimi et al. (2022) supports these findings, stating that environmental-focused organizational activities, such as green training and raising environmental awareness, lead to higher levels of green motivation. Naz et al. (2022) argue that organizational environment and policies impact employees' psychological elements before they are reflected in their behavior, and these findings are consistent with their findings. Consequently, one of the most important factors affecting employees' green motivation is their workplace.

The Influence of Green Transformational Leadership on Green Motivation

The results show that green motivation is positively and significantly impacted by green transformational leadership. This indicates that green motivation among employees is increased by leadership that instills environmental ideals. These results imply that managers can influence staff members' internal motivation to act sustainably by inspiring them and instilling environmental ideals (Chen 2022). The Theory of Planned Behavior states that green transformational leadership has an impact on employees' subjective norms and attitudes. Employee internal motivation increases when leaders and role models promote the idea that green behavior is appreciated and expected within the firm (Tongsoongnern & Shing 2022).

Chen and Wu (2022) found that green transformational leadership leads to increased employee psychological readiness and environmental awareness. Furthermore, Elshaer and Azazz (2024) stated that leadership support is critical in building employees' green orientation and motivation. As a result, the outcomes of this study support the TPB's assertion that leadership plays an important role in generating green motivation.

The Influence of Green Motivation on Employee Green Behavior

The study's findings indicate that green motivation has a favorable and significant effect on employee green behavior. This suggests that the higher employees' green drive, the more ecologically conscious they are in their daily work activities. These findings show that employees with strong green drive are

more consistent in displaying ecologically beneficial actions in the workplace (Ilmi et al. 2024). According to the Theory of Planned Behavior, green motivation is a manifestation of behavioral intention. When the goal to conduct in an environmentally friendly manner is firmly established, the actual behavior will be easier to materialize (Alberto et al. 2023).

This finding is consistent with that of Al Nuaimi et al. (2022), who discovered that green motivation is connected with enhanced organizational citizenship behavior toward the environment. Furthermore, Azhari et al. (2025) and Sanjaya and Edastama (2025) stated that green motivation is an important aspect in molding employees' voluntary green behavior. Thus, the findings of this study confirm the TPB hypothesis that behavioral intention is the fundamental determinant of actual behavior.

The Influence of Green Motivation Mediating Work Environment and Green Transformational Leadership on Employee Green Behavior

The study's findings indicate that green motivation serves as a mediator, explaining how the work environment and green transformational leadership influence employee green behavior (Sadiq 2023). Within the TPB paradigm, green work settings and leadership influence attitudes, subjective norms, and perceived behavioral control, increasing employee motivation and intention to behave environmentally friendly (Alberto et al. 2023). This indicates that a work atmosphere that promotes sustainability can boost green motivation, encouraging employees to engage in environmentally beneficial behavior. This suggests that green transformational leadership can boost employees' green motivation, resulting in the establishment of environmentally friendly behavior throughout the firm.

These findings are consistent with prior research conducted by Azhari et al. (2025) and Sanjaya and Edastama (2025), who revealed that green motivation acts as an intervening variable in understanding how green organizational policies and leadership translate into green employee behavior. Thus, our research findings lend credence to the TPB framework as a theoretical foundation for explaining ecologically responsible workplace behavior.

CONCLUSION

1. To start, it has been demonstrated that the workplace significantly and favorably influences employees' green behavior. Employees can be encouraged to consistently exhibit environmentally friendly behavior in their daily work activities by working in an environment that supports sustainability principles, which are characterized by the availability of environmentally friendly facilities, resource management policies, and work norms that emphasize environmental stewardship.
2. It has also been demonstrated that second green transformational leadership significantly and favorably influences the promotion of green behavior among employees. Employee attitudes and behavioral norms that encourage ecologically responsible behavior can be shaped by leaders that

- inspire and inculcate sustainability values. Green leadership is therefore a key component of creating a work culture that is focused on sustainability.
3. Third, the study's findings indicate that green transformational leadership and the workplace have a favorable and noteworthy impact on raising employee green motivation. A supportive workplace culture and environmentally conscious leadership can encourage employees' internal motivation to care about and participate in eco-friendly activities, which lays the psychological groundwork for the emergence of voluntary green behavior.
 4. Fourth, it has been demonstrated that green motivation significantly and favorably influences the promotion of green behavior among employees. High green motivation employees are more likely to consistently adopt eco-friendly practices including waste reduction, energy conservation, and active involvement in business environmental initiatives.
 5. Green motivation serves as a mediator between the work environment and green transformational leadership, influencing employee green behavior. This research implies that the work environment and green leadership elements not only have a direct impact, but also increase employee internal motivation to engage in environmentally friendly conduct.

RECOMMENDATION

By offering environmentally friendly facilities, bolstering resource management protocols, and developing work standards that give environmental issues first priority, PT Hermed's management should keep creating a work environment that supports the ideas of sustainability. Executives at PT Hermed are also expected to consistently employ a green transformational leadership style by providing practical examples, communicating a sustainability vision, and encouraging and assisting others in putting eco-friendly initiatives into action. In order to develop employees' internal will to behave sustainably and voluntarily, the company should also increase employee green motivation through internal campaigns, environmental training programs, and rewarding environmentally friendly behavior.

ADVANCED RESEARCH

For future scholars. Given that the findings of this study indicate that some variance is still explained by factors other than the current research model, it is recommended that future research look into additional factors that may influence employees' environmentally friendly behavior. Future research can incorporate additional factors such as environmental awareness, green organizational culture, and green human resource management, as well as various methodological approaches, to gain a more comprehensive understanding of employees' environmentally conscious behavior.

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