Strengthening green transformational leadership through green organizational culture and green self-efficacy to improve employee green behavior in sustainable organization

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Abstract
Purpose: This study investigates the influence of green transformational leadership (GTL) on employee green behavior (EGB) in the hospitality sector of East Java, Indonesia, mediated by green self-efficacy (GSE) and green organizational culture (GOC). Addressing inconsistencies in prior research, the study aims to clarify how leadership and organizational factors collectively foster pro-environmental behaviors in sustainable tourism organizations.

Research Methodology: This study used a quantitative explanatory survey involving 340 employees from 368 starred hotels in East Java. Samples were selected using the Slovin formula, and data were analyzed using PLS-SEM with SmartPLS 4.0 to examine GTL, GSE, GOC, and EGB relationships.

Results: The study reveals three key findings: (1) GTL significantly enhances both GSE and GOC, with stronger effects on GOC (path coefficient = 0.852); (2) GSE and GOC partially mediate the relationship between GTL and EGB, with GOC exhibiting a stronger mediating role (path coefficient = 0.389); and (3) GTL directly influences EGB, though its indirect effects through mediators are more pronounced.

Conclusions: The findings underscore the pivotal role of GTL in shaping employees' confidence and organizational culture to drive green behaviors. Organizations should prioritize leadership development and cultural initiatives to align sustainability goals with daily practices.

Limitations: The study is geographically confined to East Java's hospitality sector and relies on self-reported data, which may introduce bias. Future research could expand to other regions and industries while incorporating longitudinal designs.

Contribution: This study advances theoretical understanding by integrating GSE and GOC as mediators in the GTL-EGB relationship. Practically, it offers actionable insights for fostering sustainable workplaces through leadership and cultural interventions.

Keywords: *Employee Green Behavior, Green Organizational Culture, Green Self-Efficacy, Green Transformational Leadership, Hospitality Sector, Sustainable Tourism*

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1. Introduction

Tourism has a multiplicative effect on other sectors, such as transportation, culinary, and hospitality sectors. Incoming investment also empowers the local community, making this sector an important pillar for the future of the Indonesian economy (Aini, 2015; Nuryan, 2016; Rupley, Brown, & Marshall, 2012). The contribution of the tourism sector to the national Gross Domestic Product (GDP) in 2024 is estimated to be between 4.01% and 4.5%, increasing from 3.8% in the previous year. Foreign exchange from this sector is recorded at USD 16.7 billion, an increase of 19.3% compared to 2023. The number of absorbed workers also increased, reaching approximately 25.01 million people, an increase of 2.5% compared to the previous year. The government target in 2025 is to encourage the contribution of tourism to GDP to be 4.6%, with a foreign exchange value of USD 22.10 billion. This data shows that tourism has significant potential as a source of increasing national revenue (Novialumi & Winata, 2025; Nugroho, Said, & Said, 2025).

East Java is one of the areas contributing to the tourism sector. According to Statistics Indonesia (BPS), the tourism sector contributes more than IDR 487 trillion annually from domestic tourists. Destinations in East Java, such as Jatim Park 2, Ijen Charter, and Bromo-Tengger-Semeru National Park, are highly competitive in sustainable tourism. Factors such as the diversity of attractions, adequate infrastructure, and local community involvement contribute to a sustainable tourism sector in East Java (Satria & Wibowo, 2021). However, field conditions have a negative impact on the environment due to tourism development in East Java (Sholeha & Sumarmi, 2025).

Popular destinations, such as Mount Bromo and Ijen Charter, face the phenomenon of over-tourism, causing soil erosion, air pollution from tourist vehicles, and an increasing volume of unmanaged waste (Noviantoro, Widjaja, & Ridwan, 2025; Purnomo, Syahbuddin, & Glenn, 2021). Basic infrastructures, such as sanitation and waste management in these areas, are not inadequate, resulting in land and water pollution that damages the local ecosystem (Santosa, Dinan, & Lion, 2023). In addition to the mountainous area, the southern coastal region of East Java has also undergone large-scale land conversion (Mandala, Hakim, Indarto, & Kurnianto, 2024). Agricultural and forest land is converted for the construction of tourism facilities, which leads to the loss of biodiversity and increased vulnerability to natural disasters, primarily landslides and floods.

The expansion of tourism without ecological planning has accelerated the degradation of important ecosystem buffer areas (Bachri et al., 2021; Widyangga et al., 2024). Another problem is inadequate waste management. The volume of domestic waste, especially plastic and liquid waste, increases drastically during the holiday season in India. Many destinations do not have integrated waste management systems, so waste contaminates rivers and the sea. This condition has a negative impact on water quality and the health of the local community, as well as reducing tourist attraction (Sakti et al., 2021; Septiariva et al., 2023; Yuwono, Harnowo, Batubara, Wijianto, & Kadyonggo, 2024).

Awareness of the need to shift tourism development toward more sustainable tourism is increasing, driven by ecological pressure and consumer demand, as consumers are increasingly aware of environmental issues. This shift is realized not only through regulations or the development of green infrastructure but also through the formation of behavior at the organization's operational level. The hospitality industry is one of the main sectors impacted by this agenda because it significantly contributes to the consumption of energy, water, and waste production in the tourism system (Musfira & Safrida, 2022).

The success of sustainable strategies in hospitality is considered to be the result of the active involvement of employees in implementing environmentally friendly practices (Sarpong, Aniah, Amankwah, & Asare, 2025; Sustiyatik & Jauhari, 2025). Organizational policies will have no impact if they are not followed by daily behavior that supports sustainability in all lines of work. Employee Green Behavior (EGB) is an important concept in this practice, which refers to voluntary actions that support environmental conservation, including saving energy, reducing waste, or participating in recycling programs provided by the hotel (Khan, Jianguo, Ali, Saleem, & Usman, 2019).

Several previous studies related to the influence of G-TRL on employee green behavior demonstrate various research results, with inconsistent results regarding the influence of G-TRL on employee green behavior. A study conducted by Shi and Liang (2025); Zaid and Yaqub (2024) found that green transformational leadership has a positive and significant influence on employee green behavior. However, the results of the study by Blome, Foerstl, and Schleper (2017) show the opposite results. This study found that green transformational leadership does not significantly influence on employee green behavior. The various results of this study present a gap for the researcher to conduct further research. In this study, the researcher added Green Self-Efficacy and Green Organizational Culture (GOC) as mediating variables that bridge the relationship between green transformational leadership and employee green behavior (Faeni, Feani, Pujiati, & Cahaya, 2025; Febrian, 2025; Manalu, 2025).

EGB, as a form of behavior, is influenced by individual motivation and organizational environment. One of the internal factors encouraging EGB is Green Self-Efficacy (GSE). GSE reflects an individual's confidence in their ability to engage in environmentally friendly actions at work. A high level of self-efficacy increases employees' confidence in contributing to sustainable efforts. Li et al. (2023) found that GSE has a positive relationship with the intention and implementation of green behavior because individuals feel able to make an impact through consistent small actions.

External factors that play important roles in forming EGB include Green Organizational Culture (GOC). GOC is reflected in the norms, values, and policies applied by organizations to support sustainability, such as environmental training, incentive systems for environmentally friendly ideas, and managerial support for employee initiatives. Mirahsani, Azizan, Shahriari, Rexhepi, and Najmi (2024) demonstrated that GOS strengthens employees' perceptions of organizational commitment to the environment and emotional attachment to sustainability values.

The interaction between GSE as internal encouragement and GOC as an external influence forms the foundation of green employee behavior in the hospitality sector. When employees are confident in their capacity to engage in environmentally friendly behavior and feel strong organizational support, EGC can grow naturally and sustainably. This approach strengthens the effectiveness of sustainable strategies, not only at the policy level but also in real practice in the workplace. Green Transformational Leadership (GTL) plays an important role in directing and strengthening the influence of internal and external factors on Employee Green Behavior (EGB). As a leadership style that emphasizes environmental values, GTL can establish an organizational culture that supports sustainability and increases individual belief in their ability to engage in environmentally friendly behavior.

Internally, GTL increases Green Self-Efficacy (GSE) by providing inspiration and support to employees to believe in their abilities to implement pro-environmental actions. Hamann, Wullenkord, Reese, and Van Zomeren (2024) demonstrated that GTL positively influences GSE, which in turn encourages the improvement of the organizational environment's performance. Externally, GTL establishes a Green Organizational Culture (GOC) by instilling sustainability values in the organizational vision, mission, and practice. Achmada, Hermanto, and Tresna (2024) found that GTL has a significant influence on the green psychological climate in the organization, which then strengthens employee green behavior.

Green Transformational Leadership can be associated with followers' perceptions of the organizational context to influence employees' workplace behavior. However, there is still inconsistency in the results of studies related to the influence of transformational leadership on employee green behavior (EGB). This study aims to fill this gap in the literature by investigating how transformational leadership can instill EGB in organizations. This study aims to determine how transformational green leadership obtains EGB through the mediating mechanisms of Green Self-Efficacy and Green Organizational Culture.

The theoretical foundations for the proposed relationships in this study are rooted in the Theory of Planned Behavior (TPB) and Social Cognitive Theory (SCT). The theory of planned behavior (AjzenAjzen (1991) posits that an individual's intention to perform a behavior, in this case, Employee Green Behavior (EGB), is shaped by their attitudes, subjective norms, and perceived behavioral control.

In this context, Green Transformational Leadership (GTL) is instrumental in shaping subjective norms by creating collective expectations for pro-environmental conduct and enhancing perceived behavioral control by providing the necessary resources and support.

Concurrently, Social Cognitive Theory (Bandura, Barney (1991) emphasizes the triadic reciprocal relationship between individual cognitive factors (Green Self-Efficacy/GSE), behavior, and the environment (Green Organization). As a role model, GTL directly boosts GSE (an individual's belief in their capability) through observational learning and simultaneously cultivates a GOC (the organizational environment) that ultimately facilitates and reinforces the occurrence of EGB behaviors. The integration of these two theories provides a logical framework for hypothesizing that GTL not only has a direct influence but is also more effective when mediated in parallel by GSE (an internal cognitive factor) and GOC (an external contextual factor).

2. Literature review

Transformational leaders can deliver a vision clearly, explain the steps to achieve it, demonstrate confidence and optimism, and actively spread values and confidence to their followers. They also encourage and empower their followers to achieve predetermined goals (Zaid & Yaqub, 2024). Moreover, this type of leader provides examples and directions that help subordinates feel confident in addressing various challenges, motivating them to optimally fulfill their duties (Safar, Matriadi, & Faliza, 2025). Based on Boehm, Dwertmann, Bruch, and Shamir (2015), transformational leadership behavior positively contributes to the followers' self-confidence by emphasizing positive perspective, high-performance expectations, and strengthening the belief that they are able to achieve the desired target.

Kirkpatrick and Locke (1996) also emphasized that transformational leaders can build self-confidence by clearly delivering their vision and providing adequate feedback. This type of self-confidence or self-efficacy is defined as an individual's confidence in their abilities to carry out an action and complete it properly to achieve certain goals (Hamann et al., 2024). G. Chen, Gully, and Eden (2001) explained "green self-efficacy" as the individual confidence that they are able to manage and carry out actions that support environmental goals. The ability and role of coaching by transformational leaders can increase followers'self-efficacy (Zaid & Yaqub, 2024). This is also strengthened by providing positive feedback consistently, so that transformational leadership has been proven to assist in developing the self-confidence of subordinates (Y.-S. Chen, Chang, & Lin, 2014).

According to Bandura (1997), self-efficacy is an individual's confidence in their abilities, which plays an important role in achieving optimal performance. Employees with high self-efficacy tend to be more confident in facing challenges and solving problems, as well as more open to change and development (Yang, Liu, & Gu, 2017). This belief influences all aspects of competence and action, thus encouraging employees to demonstrate their best skills at work. This concept is really relevant when correlated with green transformational leadership, which is a leadership style that inspires and motivates followers to support green values and goals. Green transformational leaders not only deliver a clear environmental vision but also strengthen followers' confidence that they can contribute to achieving sustainable goals. Through inspiring vision, moral support, and positive feedback, this leader motivates employees to believe that they can effectively carry out pro-environmental actions.

This self-efficacy strengthens employees' commitment and performance in implementing sustainable work practices. The process of implementing sustainability-oriented organizational policies cannot be separated from the internalization of a green work culture for all human resources. This awareness arises because the success of implementing environmentally friendly policies highly depends on the alignment between sustainable strategies and organizational culture that supports green behavior. In this case, green transformational leadership plays an important role in establishing and strengthening green organizational culture through consistent coaching, role modeling, and motivation of employees (Sunza & Simba, 2019). A green organizational culture that is embedded in an organization reflects the identity of an organization that cares about the environment so that various environmental issues can be better

understood and managed (Aggarwal & Agarwala, 2025). Thus, this study proposes the following hypotheses:

H1: Green Transformational Leadership -> Green Self Efficacy
H2: Green Transformational Leadership -> Green Organizational Culture

Along with increasing awareness of the importance of sustainability, the self-efficacy concept has evolved into green self-efficacy. Y.-S. Chen et al. (2014) define green self-efficacy as an individual's confidence that they are able to design and carry out actions that support environmental goals in the workplace. Individuals with high green self-efficacy tend to demonstrate initiative, consistency, and creativity in implementing environmentally friendly behaviors. Several previous studies have demonstrated that strong self-confidence significantly contributes to the emergence of behavior expected by the organization (Boehm et al., 2015; Kirkpatrick & Locke, 1996). An individual's belief in their ability to engage in environmentally friendly behavior is considered one of the main driving factors (H. Wei, Li, Chudhery, Chen, & Fang, 2024).

Haque, Panda, and Ghosh (2024) mentioned that both in-role and extra-role green employee behavior plays an important role in supporting sustainability-oriented organizational goals. Fawehinmi, Yusliza, Wan Kasim, Mohamad, and Sofian Abdul Halim (2020) emphasize that employee green behavior plays an important role in supporting the environmental management system in the organization. Therefore, increasing green self-efficacy among employees is considered to encourage them to be actively involved in environmentally friendly work practices, either through compliance with procedures or through individual initiatives.

H3: Green Self Efficacy -> Employee Green Behavior

Green Organizational Culture (GOC) is an organizational culture that explicitly supports environmental sustainability values through shared beliefs, norms, symbols, and daily work practices (Norton, Zacher, & Ashkanasy, 2012; Tahir, Athar, Faisal, Shahani, & Solangi, 2019). Green culture is reflected not only in formal policies but also in behavior, habits, and how an organization motivates and rewards environmentally friendly actions (Tian, Zhang, & Li, 2020). Green Organizational Culture aims to create a work environment that facilitates and encourages employees to contribute to organizational environmental goals (Jabbour & Jabbour, 2016). In this case, green culture is the guideline for organization members to understand their roles in environmental preservation and establish green employee behavior (Yeşiltaş, Gürlek, & Kenar, 2022).

Employee Green Behavior (EGB) is a voluntary or mandatory behavior performed by employees to support environmental sustainability in the workplace (Ones & Dilchert, 2012). EGB includes actions such as energy saving, reducing the use of paper, recycling, and innovating to reduce the negative impact of operational activities (Robertson & Barling, 2015). Several studies have demonstrated that the GOC significantly influences the emergence of EGB among employees (Aggarwal & Agarwala, 2025; Drucker & Maciariello, 2014; Mirahsani et al., 2024). Organizations with a strong green culture can form behavioral norms that encourage individuals to act more pro-environmentally (Kanwal, Mamun, Wu, Bhatti, & Ali, 2024). This is supported by social learning theory, which states that employees learn and imitate green behavior through social interactions and observations in the work environment (Bandura, 1997).

H4: Green Organization Culture -> Employee Green Behavior

Ali et al. (2023); Sobaih, Hasanein, Gharbi, and Abu Elnasr (2022) emphasize that transformational leadership focuses on efforts to inspire employees and guide their behavior to support environmental programs, thus having a positive impact on the sustainability performance of the organization. An organization's sustainability culture is also considered a result of implementing green transformational leadership. Currently, corporate social responsibility (CSR) initiatives are largely based on the role of the leader in developing environmentally friendly resource management and sustainability programs (Sobaih et al., 2022). Transformation towards a green organization will be difficult to achieve without deliberate and targeted changes in employee behavior. Thus, the role of green transformational leadership is important.

H5: Green Transformational Leadership -> Employee Green Behavior

Green Transformational Leadership (GTL) is a form of leadership that emphasizes the leader's ability to inspire, motivate, and instill environmental sustainability values in followers (Liu & Yu, 2023; Srour, Kheir-El-Din, & Samir, 2020). A leader with a green orientation not only delivers a sustainability vision but also becomes a role model through real actions supporting environmentally friendly practices in the workplace (Y.-S. Chen et al., 2014). In carrying out their roles, transformational leaders encourage Green Self-Efficacy (GSE), which is an individual's confidence in their abilities to carry out pro-environment actions effectively (Y.-S. Chen et al., 2014). Green self-efficacy is important because the higher the employees' confidence in their abilities, the greater their possibilities of being actively involved in daily sustainability behavior (Bandura, 1997). GTL facilitates the enhancement of GSE through guidance, psychological support, information provision, and motivation, which increases employees' self-confidence (Elrayah & Keong, 2023).

In addition to increasing an individual's self-confidence, GTL also plays a role in establishing a Green Organizational Culture (GOC). GOC is a work culture that deeply instills sustainability values through shared beliefs, norms, symbols, and daily work habits that support environmental preservation (Harris & Crane, 2002; Kim, Kim, Choi, & Phetvaroon, 2019). This green culture is reflected not only in the formal policies of organizations but also in real practices, communication patterns, and reward systems for pro-environmental behavior (N. Wei et al., 2023). Through vision communication, role modeling, and motivation, transformational leaders strengthen social norms in the organization to create a work environment that supports green behavior (Robertson & Barling, 2015).

H6a: Green Transformational Leadership has an indirect influence on Employee Green Behavior through Green Self Efficacy

H6b: Green Transformational Leadership has an indirect influence on Employee Green Behavior through Green Organizational Culture

3. Methodology

3.1. Research Design

This study employs a quantitative explanatory survey design to examine the causal relationships between green transformational leadership (GTL), green self-efficacy (GSE), green organizational culture (GOC), and employee green behavior (EGB). The quantitative approach was selected because it aligns with the research objectives of hypothesis testing and objectively measuring variable relationships through structured analysis (Sugiyono, 2017). Similar studies on sustainable organizational behavior have successfully utilized PLS-SEM to analyze the determinants of pro-environmental actions (Ghozali, 2021). The cross-sectional design enables efficient data collection at a single time point, which is practical for studying hospitality employees with dynamic work schedules.

This approach captures current workplace conditions while optimizing resource allocation for field research. The survey method was chosen for its ability to generalize findings across a large population of hotel employees in East Java, ensuring broad insights into sustainable practices in the tourism sector (Sugiyono, 2017). To enhance robustness, this study incorporated validated measurement scales for all constructs (GTL, GSE, GOC, and EGB) and employed stratified random sampling to account for variations in job roles, department types (front office and housekeeping), and organizational tenure. The use of SmartPLS 4.0 facilitated the analysis of complex mediation effects, addressing the non-normal data distribution common in social science research.

3.2. Population

This study used an explanatory research approach to test theories objectively by analyzing the relationship between each variable using statistical procedures. This study also adopted a quantitative approach. The population in this study included workers in starred hotels in East Java, Indonesia. Based on data from Statistics Indonesia in 2024, East Java has 368 starred hotels. Referring to historical data from Statistics Indonesia, the average number of workers per starred hotel in East Java is estimated to reach 110 workers. Therefore, the estimated total population of hotel workers in the four research areas is approximately 40,480 employees. The sample size was determined using the Slovin formula for a

finite population with a margin of error of 5% and a confidence level of 95%. Based on this calculation, the minimum sample size required was 396. Of the 396 respondents, only 340 (85%) returned the questionnaire. This is due to the respondents' heavy workload and tight schedule, so many respondents did not complete the questionnaire.

Based on the results of the data collected through the questionnaire, the data presentation is as follows: the majority of respondents were male (57.06%), while females were 42.94%. Based on the respondents' age group, the majority of respondents were in the 31–40 years age group (45.59%), followed by the 41–50 years group (27.06%), the <30 years group (26.18%), and the >50 years group (1.18%). Based on education level, most respondents had a bachelor's degree (54.41%), followed by those with a master's degree (31.18%), six respondents (12.06%) who were D1/D3 graduates, and a high school or equivalent (2.35%). The majority of respondents were from Surabaya (48 respondents). Based on the work period, most respondents were in the category–6-10 years of working category (38.82%), followed by those with 11-15 years of working (28.24%), 3–5 years of working (22.35%), 16–20 years of working (10.29%), and more than 20 years of working (0.29%). This indicates that most employees have relatively long working periods and are assumed to have adequate expertise, thus demonstrating a high level of organizational commitment.

3.3. Data Collection Technique

Primary data were collected through a structured questionnaire disseminated using Google Forms and the Website. Respondents were reached through online platforms and social media to ensure broad geographical access and efficient data collection. The use of a digital form was chosen because it was practical and efficient for large-scale quantitative surveys (Sekaran & Bougie, 2016). Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) and SmartPLS 4.0 software. This analysis approach was chosen because of its suitability for an explorative model with reflective construction and its ability to address data that did not meet the assumption of normality. Moreover, PLS-SEM allows complex model analysis with various indicators and higher-order construction, which is relevant to this study. The use of PLS-SEM was based on its advantages in flexibility, predictive accuracy, and robustness for a relatively small to moderate sample size.

3.4. Data Analysis Technique

3.4.1. Measurement Model

The outer model was used to evaluate the reliability and validity of the research instrument. Reliability was assessed using Cronbach's Alpha and Composite Reliability, where Cronbach's alpha value higher than 0.60 indicated adequate reliability, and a Composite Reliability value higher than 0.70 indicated good internal consistency. For validity, convergent validity was assessed by observing the loading factor and Average Variance Extracted (AVE) with the acceptable threshold of loading value above 0.70 and AVE value above 0.50. These tests collectively ensured that the measurement items could capture the theoretical constructs intended to be measured accurately and reliably.

3.4.2. Structural Model

The structural model was used to test the causal relationship between latent variables and the proposed hypotheses. The strength of the model was measured using the coefficient of determination (R^2), which represents the extent to which the variance in the dependent variable can be explained by the independent variable. R^2 values above 0.75 indicate a strong model, above 0.50 indicate moderate strength, and above 0.25 indicate weak but acceptable strength. The significance of the relationship between the constructs was determined using bootstrapping with 5,000 subsamples and applying a one-tailed test at a significance level of 5%. A t-value higher than 1.645 was used as the threshold to determine statistical significance.

4. Results and discussion

4.1. Measurement Model - Outer Model

The relationship between each block of indicator items and its latent variable was determined using the outer model, also known as the measurement model. Outer Model was evaluated using three criteria:

discriminant validity, composite reliability, and convergent validity. Based on the Table, all questionnaire items met the loading factor threshold of 0.5, indicating that the item was valid.

Table 1. Validity Construct

Variable	Item	Loading Factor	Cut Off
Green Transformational Leadership (X)	X.1.1	0.837	0.5
	X.1.2	0.780	0.5
	X.1.3	0.791	0.5
	X.1.4	0.780	0.5
	X.2.1	0.752	0.5
	X.2.2	0.772	0.5
	X.2.3	0.800	0.5
Green Self Efficacy (Z_1)	Z1.1.1	0.774	0.5
	Z1.1.2	0.742	0.5
	Z1.1.3	0.684	0.5
	Z1.2.1	0.808	0.5
	Z1.2.2	0.760	0.5
	Z1.3.1	0.777	0.5
	Z1.3.2	0.672	0.5
Green Organizational Culture (Z_2)	Z2.1.1	0.725	0.5
	Z2.1.2	0.722	0.5
	Z2.1.3	0.726	0.5
	Z2.2.1	0.752	0.5
	Z2.2.2	0.675	0.5
	Z2.3.1	0.757	0.5
	Z2.3.2	0.772	0.5
	Z2.3.3	0.641	0.5
Employee Green Behavior (Y)	Y.1.1	0.722	0.5
	Y.1.2	0.737	0.5
	Y.1.3	0.731	0.5
	Y.2.1	0.740	0.5
	Y.2.2	0.818	0.5
	Y.3.1	0.763	0.5
	Y.3.2	0.726	0.5

Source: Processed Primary Data, 2025

Table 2. Validity and Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Green Transformational Leadership	0.898	0.920	0.621
Employee Green Behavior	0.869	0.899	0.561
Green Self Efficacy	0.867	0.898	0.558
Green Organizational Culture	0.868	0.897	0.522

Source: Output PLS, 2025

The Table shows that the instrument items met the requirement, indicating good reliability in each indicator variable, such as Green Transformational Leadership, Employee Green Behavior, Green Self-Efficacy, and Green Organizational Culture, which showed composite reliability higher than 0.70. Thus, the variables in this study (Green Transformational Leadership, Employee Green Behavior, Green Self-Efficacy, and Green Organizational Culture) can measure the latent variables.

4.2. Measurement Model - Inner Model
The structural model of the goodness of fit was measured using FIT, which is equivalent to R-squared. FIT shows the total variance of all variables that can be explained by the structural model.

The FIT value ranged from 0 to 1, where a higher value indicated a greater proportion of variable variance that could be explained by the model. If the FIT value is 1, the model can completely explain the phenomenon studied. The following is the R-squared table in this study:

Table 3. Goodness of fit Model

Variable	R Square	R Square Adjusted
Green Transformational Leadership	0.585	0.582
Green Self Efficacy	0.725	0.724
Green Organizational Culture	0.609	0.608

Source: Output PLS, 2025

Green Transformational Leadership had an R-squared score of 0.585 and an adjusted R-squared of 0.582, indicating that approximately 58.5% of the variance in the variables studied was explained by this model. The R-squared value of 0.725 and adjusted R Square of 0.724 indicated that this model calculated approximately 72.5% of the variability in the variable. Green Organization Culture had an R Square value of 0.609 and an adjusted R Square of 0.608, indicating that approximately 60.9% of the variables in this study were considered.

4.3. Hypothesis Testing
4.3.1. Direct Influence
The criteria for hypothesis testing, both for direct and indirect influence, were observed through the statistical test value and the results of the p-value. The statistical test in this study was carried out using the bootstrapping method as follows:

Table 4. Direct Influence Test

	Original Sample (O)	T Statistics ($|O/STDEV|$)	P Value
Green Transformational Leadership -> Green Self Efficacy	0.516	7.385	**0.000**
Green Transformational Leadership -> Green Organizational Culture	0.852	21.473	**0.000**
Green Self Efficacy -> Employee Green Behavior	0.163	2.148	**0.032**
Green Organization Culture -> Employee Green Behavior	0.498	10.222	**0.000**
Green Transformational Leadership -> Employee Green Behavior	0.153	2.089	**0.037**

Source: Processed data, 2025

Based on the results of the direct influence analysis presented in Table 6, the hypothesis is considered valid if the p-value is less than 0.05, and the statistical value exceeds the t-table of 1.96. The path coefficient showing the influence of Green Transformational Leadership on Green Self Efficacy was 0.516 with a t-count value of 7.385, which is higher than 1.96, and a p-value of 0.000. Therefore, it can be concluded that Green Transformational Leadership has a positive and significant influence on Green Self Efficacy. The path coefficient for the influence of Green Transformational Leadership on Green Organizational Culture was 0.852, with a t-value of 21.473, which is higher than 1.96, and a p-value of 0.000. Therefore, it can be concluded that Green Transformational Leadership has a positive and significant influence on Green Organizational Culture.

The path coefficient value for the influence of Green Self-Efficacy on Employee Green Behavior was 0.163 with a t-count value of 2.148, which is higher than 1.96, and a p-value of 0.032, showing that Green Self-Efficacy has a positive and significant influence on Employee Green Behavior. Moreover, the path coefficient value for the influence of Green Organizational Culture on Employee Green Behavior was 0.498 with a t-count value of 10.222, which is higher than 1.96, and a p-value of 0.000, showing that Green Organizational Culture has a positive and significant influence on Employee Green

Behavior. The last hypothesis showed that the path coefficient for the direct influence of Green Transformational Leadership on Employee Green Behavior was 0.153 with a t-count value of 2.089, which is higher than 1.96 and a p-value of 0.037. Therefore, it can be concluded that Green Transformational Leadership has a positive and significant influence on Employee Green Behavior.

4.3.2. Indirect Influence

Table 5. Indirect Influence Test

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Green Transformational Leadership -> Green Self Efficacy -> Employee Green Behavior	0.139	2.132	0.033
Green Transformational Leadership -> Green Organizational Culture -> Employee Green Behavior	0.389	8.947	0.000

Source: Processed data, 2025

Based on the Table above, the indirect influence of Green Transformational Leadership on Employee Green Behavior through green self-efficacy mediation is positive and significant, with a p-value of 0.033 (<0,05), indicating a significant influence. The relationship between Green Transformational Leadership and Employee Green, mediated by Green Organizational Culture, was also positive and significant, with a p-value of 0,000 (<0,05), indicating a significant influence. This indicates that partial mediation occurred in this study. This study shows that Green Transformational Leadership has a direct relationship with Green Transformational Leadership and an indirect influence on Employee Green Behavior through green organizational culture.

4.4. Discussion

4.4.1. Green Transformational Leadership Has Positive and Significant Influence on Green Self Efficacy

The results of this study show that Green Transformational Leadership has a positive and significant influence on Green Self-Efficacy. This finding is consistent with that of various studiesY.-S. Chen et al. (2014); Elrayah and Keong (2023); Saleem, Mateou, and Malik (2024), which emphasize the importance of leadership role in forming employees' self-confidence, especially related to environmental behavior and responsibility. A leader who implements a transformational leadership style and a "green" approach tends to inspire, motivate, and instill a sustainable vision in team members (Safar et al., 2025). A leader with this characteristic not only directs or gives instructions but also becomes a role model in implementing environmentally friendly values in the workplace.

A real example by the leader makes employees more confident that they are also able to carry out pro-environmental actions, such as saving energy, reducing waste, or proposing green innovations in their work environment. This confidence is referred to as the concept of Green Self-Efficacy, which is an individual's confidence in their abilities to contribute to the organization's environmental goals (Zhou, Ning, He, & Li, 2022). This finding also supports the social learning theory, which explains that individuals tend to imitate the behavior of those they perceive as role models (Bandura, 1997). In this context, transformational leaders have two roles: as an inspiration and forming a green organizational culture (Aggarwal & Agarwala, 2025). Therefore, the higher the quality of transformational leadership oriented towards environmental issues, the stronger the employees' self-confidence to be actively involved in various sustainability initiatives.

4.4.2. Green Transformational Leadership Has a Positive and Significant Influence on Green Organizational Culture

The results of the study show that Green Transformational Leadership has a positive and significant influence on Green Organizational Culture. This indicates that green transformational leadership is can encourage the formation of an organizational culture rooted in sustainability values. In this study, Green Transformational Leadership was measured using two main indicators: green managers and green

persons (Liu & Yu, 2023). Green manager refers to the leader's ability to design policies, procedures, and work systems that support environmentally friendly practices at the managerial level. Meanwhile, the green person emphasizes the personal role model aspect of a leader in implementing pro-environment behavior in daily life, thereby becoming a direct role model for subordinates (Liu & Yu, 2023). The combination of roles as green manager and green person has been proven effective in establishing a Green Organizational Culture, which is assessed in this study through three elements: artifacts, basic assumption, and values.

Through policies and practices motivated by green managers, the organization creates artifacts or real evidence of a green culture. Artifacts can be in the form of supporting facilities, such as segregated waste bins, the use of renewable energy, workplace layouts that support energy saving, and work procedures that support waste reduction (Harris & Crane, 2002). Second, the consistent attitude and actions of a leader as a green person can internalize green values among employees (Putri, 2024). These values develop through habituation, open communication, and real examples, thus instilling the importance of collective responsibility for environmental sustainability. Third, when artifacts and values have been implemented over time, basic assumptions emerge in the form of deeply rooted beliefs that environmental preservation is an inseparable part of the organization's identity and work practices (Schein, 2010). This basic assumption is the foundation for organizational members' behavior without explicit instructions.

4.4.3. The third hypothesis is that green self-efficacy has a positive influence on employee green behavior

The higher the employees' confidence in their ability to contribute to sustainable efforts, the greater their tendency to engage in environmentally friendly behavior at the workplace. The results of this study are in line with those of previous studies (Fawehinmi et al., 2020; H. Wei et al., 2024). In these studies, Green Self-Efficacy reflects the extent to which employees are confident that they can perform pro-environment actions, such as using resources efficiently, managing waste properly, or even providing innovative ideas to support the organization's sustainable programs. This confidence plays an important role in fostering Employee Green Behavior, which is manifested through several real actions, such as energy saving, waste reduction, the use of paper wisely, supporting recycling programs, and encouraging colleagues to be more aware of environmental issues. This finding is in line with the social cognitive theory, which emphasizes that self-efficacy is a key factor influencing individual intentions, motivations, and behaviors (Bandura, 1997). Employees who are confident in their abilities tend to be more proactive and consistent in performing green behaviors, even when facing challenges or resource limitations.

4.4.4. Green Organizational Culture has a positive and significant influence on Employee Green Behavior

The results of this study prove that Green Organization Culture has a positive influence on Employee Green Behavior. These findings indicate that an organizational culture that strongly instills environmental concern values encourages employees to voluntarily engage in pro-environmental behaviors in their daily work activities. In this study, the Green Organizational Culture was measured using three key elements: artifacts, values, and basic assumptions. Artifacts include symbols, written rules, physical facilities, and work procedures that support green behavior, such as policies on segregated waste management, energy-saving programs, and plastic-free work areas. This is in accordance with the studies conducted by (Daffa, Nurkhin, Aziza, & Wedadjati, 2024; Prasetyo, Maula, Margaliu, & Rohman, 2025; Yeşiltaş et al., 2022).

A green organizational culture with strong elements of artifacts, values, and basic assumptions has been proven to encourage the emergence of Employee Green Behavior (Prasetyo et al., 2025). This can be seen from employees' behavior, which is more disciplined in saving energy, sorting waste, supporting recycling programs, and proposing innovative ideas to reduce the environmental impact in their work area. This finding supports the organizational culture theory, which states that individuals' behavior in an organization is greatly influenced by applicable norms, values, and symbols in the work environment (Schein, 2010). When organizational culture consistently internalizes the importance of environmental

concerns, employees are encouraged to act in alignment with these values, both individually and as a group.

4.4.5. The results of the study show that Green Transformational Leadership has a positive and significant influence on Employee Green Behavior

To assess the real impact of environmental programs, companies must understand how environmentally conscious leadership interacts with employees' pro-environmental behavior. According to the literature, "green employee behavior" refers to various formal and informal activities carried out by staff members to promote the company's environmental goals. This includes standard energy-saving practices, such as turning off the lights when not in use, and more aggressive initiatives, such as leading recycling campaigns and proposing creative green policies (Campbell & Wiernik, 2015; Yuriev, Dahmen, Paillé, Boiral, & Guillaumie, 2020).

By providing examples and promoting an organization's environmental goals, a green transformational leader plays an important role in influencing these examples. Leaders not only act as spokespersons but also actively participate in environmental management. Through intellectual stimulation, leaders motivate and encourage staff members, as well as fostering innovation in sustainable practices (Hameed, Nisar, & Wu, 2021). According to Y.-S. Chen et al. (2014), this leadership style is distinguished based on its capacity to inspire workers to go beyond their formal duties and instill an organizational culture that places a high priority on sustainability.

Furthermore, according to Shi and Liang (2025), about green transformational leadership, leaders motivate their staff to adopt environmentally friendly behavior by increasing their self-esteem. Leaders instill a sense of responsibility among employees by establishing high environmental standards and consistently meeting them. Social Identity theory, which states that people obtain part of their self-identity from the groups to which they belong, is consistent with this phenomenon. Further empirical studies support this relationship by demonstrating a direct correlation between increased sustainability practices in a company and green transformational leadership. Studies by Ansari and Khan (2024); Lathabhavan and Kaur (2023) show that leaders have a significant impact on behaviors related to employee sustainability when they consistently emphasize and communicate the importance of environmental principles.

4.4.6. Green Transformational Leadership has an indirect influence on Employee Green Behavior through Green Self Efficacy

The results show that green self-efficacy significantly mediates the influence of green transformational leadership on employees green behavior. Bandura (1997) introduced the concept of self-efficacy, which describes an individual's confidence in their ability to carry out action plans and achieve profitable results. GSE can also be defined as the confidence that people can carry out tasks to achieve environmental goals (Y.-S. Chen et al., 2014). Based on self-efficacy theory (SET), self-efficacy can predict behavior and attitudes. Individuals with high self-efficacy tend to perform well and feel more dedicated to their goals (Bandura, 1997). A study conducted by Sarwoko (2020) demonstrated that positive performance improvement is supported by higher self-efficacy, which is associated with an individual's greater confidence in their capacity to generate and select ideas.

This finding is supported by a previous study by Y.-S. Chen et al. (2014); Elrayah and Keong (2023); Saleem et al. (2024), which show that there is a significant relationship between green transformational leadership and green self-efficacy. Studies conducted by Fawehinmi et al. (2020) and H. Wei et al. (2024)asignificantly influencedced employe'yee green behavior. The results of the study show that green organizational culture provides a significant mediation effect on the influence of green transformational leadership on employees green behavior.

4.4.7. Green Transformational Leadership has an indirect influence on Employee Green Behavior through Green Organizational Culture

Employees will have a good understanding of culture and their expectations when they understand and implement the values embedded in the organizational culture. In the context of energy consumption,

hotels are major actors and consistently rank among the largest energy consumers in the service-oriented tertiary building sector (Gürlek & Tuna, 2018). The fact that hotels often prioritize the comfort and experience of their guests might be one of the reasons for high energy consumption and wasteful energy practices. According to the study by H. Chen, Bernard, and Rahman (2019), integrating a control system with important functions, such as lighting, power, and AC, can be important things to achieve energy reduction while maintaining visitor comfort. These findings are supported by previous studies by Ardiani and Supriadi (2024) and Safar et al. (2025), which show a significant relationship between G-TL and green organization culture. Studies conducted by Daffa et al. (2024), Prasetyo et al. (2025), Yeşiltaş et al. (2022) show that green organizational culture significantly influences employee green behavior.

5. Conclusions

5.1. Conclusion

Based on the results of the study and discussion regarding the influence of green transformational leadership on employee green behavior with green self-efficacy and green organizational culture mediation, it can be concluded that green transformational leadership is able to enhance employee green behavior. Moreover, green transformational leadership enhances green self-efficacy and green organizational culture. Employees who feel that they have high self-efficacy with the organization will be more positive and enthusiastic about the organization. Thus, employees' work results will be more optimal. Green self-efficacy and green organizational culture partially mediate the relationship between green transformational leadership and employee green behavior. This indicates that green self-efficacy and green organizational culture bridge the relationship between green transformational leadership and employee green behavior. This study provides a theoretical contribution by supporting prior theories and studies. The results of this study are expected to serve as a reference for future studies. Moreover, this study provides a practical contribution by encouraging organizations to enhance and maintain existing organizational culture and self-efficacy because they have a positive effect on employee green behavior.

5.2. Limitations

Limitation of this study is: First, this study focuses on the East Java region and, therefore, may not fully represent the characteristics of hotel employees in other regions. Second, there is a limitation in the non-optimal data collection and distribution, where the questionnaire in this study did not include open-ended questions. Bias may occur from respondents' answers because they evaluate their own work results, thus resulting in non-objective results.

5.3. Suggestions

A suggestion for the next researcher is to improve and develop a wider scope of study to refine this study. Future studies should not be limited to the hotel industry and East Java region but could be expanded to other industries. Furthermore, further studies are expected to conduct further exploration by adding and examining other variables related to employee performance, such as job satisfaction, work commitment, and leadership, to investigate whether there are other factors that have a significant influence on employee green behavior.

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