

BEYOND ENVIRONMENTAL COMPLIANCE : THE ROLE OF GREEN LEADERSHIP AND WORK ENVIRONMENT IN FOSTERING EMPLOYEE GREEN BEHAVIOR

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Abstract

The transformation towards sustainable business practices positions employee green behavior as a strategic element in supporting the success of an organization's environmental agenda, particularly in sectors with high ecological risks such as the mining support services industry. Although various environmental management policies and standards have been implemented, internalizing green behavior at the individual employee level remains a challenge that requires managerial attention. This study aims to analyze the influence of *green leadership* and work environment on employee green behavior through the mediating role of job satisfaction at PT Barana Medayu Sejahtera, West Kutai Regency. The study used a quantitative approach with an explanatory design . The entire population was used as respondents using a questionnaire technique. *Saturated sampling* . Data were collected using a questionnaire and analyzed using the method *Structural Equation Modeling– Partial Least Squares (SEM-PLS)*. The results of the study show that *green leadership* and the work environment influence employee job satisfaction and green behavior. Job satisfaction has also been shown to influence employee green behavior and is able to mediate the relationship between *green leadership* , work environment, and employee green behavior. These findings indicate that an organization's success in building a sustainable work culture is not only determined by formal environmental policies, but also by the leader's ability to instill ecological values and create a work environment that provides a positive work experience for employees. This research enriches the study of green organizational behavior in the context of the extractive industry while providing practical implications for companies in designing sustainability strategies that are oriented towards strengthening human aspects and an environmentally friendly work culture.

Keywords: *green leadership* , work environment, job satisfaction, employee green behavior, *SEM-PLS*

1. INTRODUCTION

In the past two decades, environmental sustainability issues have shifted from merely an ethical discourse to a strategic agenda that influences how organizations conduct their business activities. Climate change, increasing carbon emissions, overexploitation of natural resources, and ecosystem degradation have created global pressures that push organizations to integrate sustainability principles into their business processes and decision-making. This commitment is reflected in various international initiatives, including *Sustainable Development Goals (SDGs)* and the implementation of principles *Environmental , Social , and Governance (ESG)* is increasingly used as an indicator of an organization's success in implementing sustainable business practices. In this context, organizational success is no longer measured solely by its ability to generate economic profits, but also by its capacity to maintain a balance between economic, social, and environmental interests. This paradigm shift places human resources as the primary actor in achieving an organization's sustainability goals, as the implementation of various environmental policies ultimately depends heavily on the behavior of the individuals implementing them. The transformation towards sustainable business practices is becoming increasingly crucial in the mining sector, which has a high level of interaction with natural resources and environmental risks. While the mining sector contributes significantly to national economic growth, job creation, and state revenues, mining activities also have the potential to cause various environmental impacts, including land degradation, water pollution, increased carbon emissions, and long-term ecosystem damage . et et al. (2021) explain that the impacts of climate change and environmental damage have the

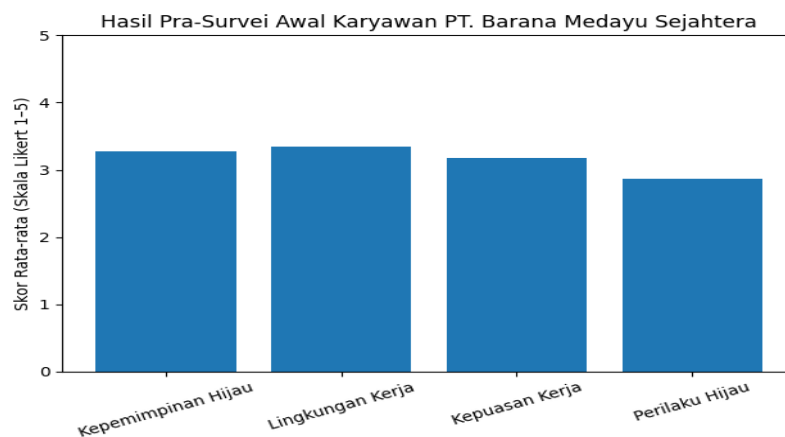
potential to cause significant economic losses if not managed sustainably. This situation means that implementing sustainability practices is no longer viewed as an administrative obligation but rather as a strategic necessity that determines the long-term sustainability of an organization. East Kalimantan is one of the regions with the highest coal mining activity in Indonesia. The high intensity of mining activity in this region means that companies operating within it face increasing demands to implement environmentally responsible operational practices. The challenges faced relate not only to complying with applicable environmental regulations and standards, but also to the organization's ability to build a work culture that supports sustainability. In this context, employee green behavior is a crucial element because it reflects the extent to which environmental values have been internalized in a company's operations. The success of a sustainability program is ultimately determined not only by the quality of management's policies but also by the concrete behaviors demonstrated by employees in carrying out their daily work.

Recent literature shows that employee green behavior is a critical factor in determining the effectiveness of an organization's sustainability strategy implementation. Liu and Zhang (2024) explain that employee green behavior contributes to energy efficiency, carbon emission reduction, responsible waste management, and overall improvement in an organization's environmental performance. However, various studies also show that the existence of a sound environmental management system does not necessarily result in strong green behavior if sustainability values are not yet part of the organization's work culture. Nuswanto et al. (2023) argue that sustainability practices often stop at administrative aspects and formal compliance, thus failing to generate sustainable behavioral change at the individual level. This situation indicates a gap between an organization's commitment to sustainability and employees' actual behavior in their daily work activities.

This phenomenon is evident at PT Barana Medayu Sejahtera, a mining support services company operating in West Kutai Regency. The company has implemented various operational standards related to occupational safety and environmental management as part of its efforts to maintain operational sustainability. The existence of work procedures, environmental policies, and various operational regulations demonstrates the company's formal commitment to responsible business practices. However, the existence of these systems has not fully encouraged the formation of consistent green behavior in daily work activities. This situation demonstrates that the success of environmental management is determined not only by the existence of regulations and procedures, but also by the extent to which sustainability values are internalized into work habits voluntarily carried out by employees.

This situation is reflected in various work practices that still demonstrate a low level of ecological awareness at the individual level. In terms of energy conservation, lights, computers, and other work equipment are still running even when not in active use. In terms of waste management, employee discipline in sorting waste and managing work waste is not yet consistent. A similar situation is also evident in the relatively high use of paper, which is not fully supported by the work system. *Paperless*. Employee involvement in various company environmental conservation activities is also still relatively low. This phenomenon indicates that some employees still view environmentally friendly practices as an administrative obligation to be complied with, rather than as part of the work values inherent in daily activities. As a result, the various environmental policies the company has designed have not fully resulted in sustainable behavioral changes.

This issue becomes even more crucial given the characteristics of the mining support services industry, which uses a relatively high amount of energy, mechanical equipment, operational materials, and other supporting resources. Unlike service organizations in general, individual behavior in this sector has a greater impact on the effectiveness of a company's sustainability program implementation. When green behaviors are not optimally developed, the gap between the organization's sustainability commitments and daily operational practices becomes increasingly difficult to bridge. Therefore, a company's success in achieving its environmental targets is determined not only by the policies designed by management but also by the active involvement of employees in implementing environmentally friendly work behaviors.



To obtain an empirical picture of these conditions, researchers conducted a pre -survey of 10 employees of PT Barana Medayu Sejahtera. The pre -survey results showed that the work environment variable obtained an average score of 3.35, followed by *green leadership* of 3.28 and job satisfaction of 3.18. Conversely, employee green behavior only achieved an average score of 2.87, making it the lowest-scoring variable compared to the other variables. This finding demonstrates an imbalance between employee perceptions of organizational conditions and their actual behavior. A relatively favorable work environment and leadership practices that begin to accommodate sustainability values do not automatically translate into strong green behavior at the individual level.

The difference in scores indicates that developing green employee behavior is a more complex process than simply providing facilities or implementing environmental policies. The low level of green employee behavior indicates that energy-saving practices, paper reduction, waste management, compliance with environmental procedures, and participation in environmental conservation activities have not been fully internalized as part of the work culture. This situation demonstrates a significant gap between formal compliance with environmental regulations and the behavioral commitment that emerges voluntarily from within employees. In other words, the primary challenge for organizations is no longer how to formulate environmental policies, but how to transform these policies into behaviors that are embedded in the daily lives of organizational members. This finding aligns with research by Liu and Zhang (2024) and Oktaysoy. et al. (2025) who emphasized that employee green behavior develops more strongly when organizations are able to simultaneously integrate leadership factors, work environment, and employee psychological conditions.

Empirically, *green leadership* has been identified as one of the main determinants of employee green behavior. Liu and Zhang (2024), Jianchun (2024), and Fauziah et al. (2025) showed that leaders who consistently demonstrate a commitment to environmental sustainability are able to encourage the emergence of environmentally friendly behavior in work activities. On the other hand, a work environment that supports sustainable practices has also been shown to play a role in forming social norms that encourage employee involvement in various pro-environmental activities. However, the results of previous studies still show inconsistencies. Nurfitriyana and Muafi (2023) found that green leadership had no positive effect on employee volunteer behavior, while other studies showed different results. Similar inconsistencies were also found in the relationship between the work environment and job satisfaction, where Aloraini et al. (2025) reported no significant influence, while Suwandana and Made (2025) and Arifin et al. al. (2025) found a positive and significant influence.

The differences in research results indicate that the relationship between organizational factors and employee green behavior may not be direct, but rather involves specific psychological mechanisms. In this context, job satisfaction is seen as a strategic variable because it represents a positive psychological state that can motivate employees to contribute beyond the formal demands of their jobs. Employees who feel satisfied with their jobs tend to have a stronger attachment to the organization and are more willing to engage in various voluntary behaviors that support organizational goals, including green behavior. This argument is supported by Oktaysoy's research. et al. (2025), Oktaviani et al. (2022), and Ilmi et al. (2025) who showed that job satisfaction plays an important role in explaining the relationship between organizational factors and employee green behavior.

Based on this description, there are two research gaps that form the basis for conducting this study. First, there are still inconsistencies in research results regarding the influence of *green leadership* and the work environment on employee green behavior. Second, most previous research was conducted in the manufacturing, hospitality, and general service organizations sectors, while empirical evidence on mining support service companies is still relatively limited. Therefore, this study offers novelty through the integration *green leadership* and work

environment in one research model by placing job satisfaction as a mediating variable that explains the formation of employee green behavior in the context of the mining support services industry. Based on this argument, this study aims to analyze the influence *green leadership* and work environment on employee green behavior through the mediation of job satisfaction at PT Barana Medayu Sejahtera, West Kutai Regency.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Green Leadership Style

Green leadership is a leadership approach that integrates environmental sustainability values into decision-making processes, managerial behavior, and organizational culture. This leadership is not only oriented toward achieving economic goals but also encourages a balance between organizational performance and environmental responsibility. Nuswanto et (2023) explain that green leaders act as agents of change capable of instilling ecological values through role models, communicating environmental visions, and supporting environmentally friendly work practices. In the context of modern organizations, *green leadership* seen as a strategic instrument to bridge the gap between an organization's sustainability commitment and its implementation in daily operational activities.

Conceptually, *green leadership* developed from transformational leadership theory which emphasizes the leader's ability to inspire and influence the behavior of followers towards broader goals. Fauziah et al. (2025) explained that green leaders not only provide direction regarding performance achievement, but also build environmental awareness through a clear and consistent vision of sustainability. *Social Learning Theory* explains that employees tend to imitate the behavior demonstrated by their leaders. Therefore, when leaders demonstrate a commitment to environmentally friendly practices, employees will be more motivated to adopt behaviors that align with the organization's sustainability values.

In this study, *green leadership* measured through indicators of leadership commitment to environmental sustainability, exemplary environmental behavior, ability to communicate an environmental vision, support for employee participation in green practices, and integration of environmental considerations into managerial decision-making. These indicators reflect the role of leaders in building an organizational culture that supports the formation of green employee behavior.

2.2 Environment Work

non-physical conditions surrounding employees as they carry out their work and influences their behavior, comfort, and work productivity. Robbins and Judge (2024) explain that the work environment encompasses the physical conditions of the workplace, social relationships, organizational support, and the psychological climate established within the organization. A conducive work environment can create a positive work experience, thus encouraging employees to demonstrate attitudes and behaviors that support the achievement of organizational goals. From a sustainability perspective, the work environment is not only related to work comfort but also reflects the extent to which the organization provides a climate that supports environmentally friendly practices.

Several studies have shown that the work environment plays a significant role in shaping employee attitudes and behavior. Suwandana and Made (2025) explain that a safe, comfortable work environment supported by good interpersonal relationships can increase job satisfaction and encourage employee involvement in various organizational activities. Meanwhile, Al-Sabi et al. et al. (2024) emphasized that a work environment that supports sustainable practices can increase pro-environmental behavior by creating norms and a work culture oriented toward environmental preservation. This condition indicates that the work environment functions not only as a place where work activities take place but also as a contextual factor that shapes employee behavior within the organization.

In this study, the work environment was measured through physical and non-physical aspects, including air circulation, lighting, workspace temperature, environmental cleanliness, safety facilities, relationships between superiors and employees, relationships between coworkers, leadership support, and psychological safety and comfort. All of these indicators were used to describe the work environment conditions experienced by employees during their work activities.

2.3 Employee Green Behavior

Green behavior of *employees green Environmental behavior* is a series of actions taken by individuals in the workplace to support environmental sustainability through efficient resource use, waste reduction, energy savings, and involvement in various activities oriented towards environmental conservation. Liu and Zhang (2024) explain that employee green behavior is an important factor in supporting the successful implementation of an organization's sustainability strategy because this behavior directly contributes to improving the company's environmental performance. Thus, the success of an environmental program depends not only on organizational policies but also on

the behavior of individuals who carry out daily operational activities. From an organizational behavior perspective, employee green behavior does not always emerge as part of formal job duties, but often develops as a form of voluntary behavior driven by environmental awareness and concern. Xiao et al. (2024) explain that green behavior reflects an individual's responsibility to maintain environmental sustainability through conscious and consistent actions in the workplace. Therefore, green behavior is often associated with personal values, organizational culture, leadership, and work environment conditions that support the development of ecological awareness. In this study, employee green behavior was measured through indicators such as energy savings, waste management and recycling, natural resource conservation, compliance with environmental policies, participation in environmental programs, and symbolic behaviors reflecting concern for environmental sustainability. These indicators were used to describe the level of employee engagement in environmentally friendly work practices.

2.4 Satisfaction Work

Job satisfaction is a positive emotional state that arises from an individual's evaluation of their work. Robbins and Judge (2024) explain that job satisfaction reflects the extent to which employees feel comfortable, valued, and have their expectations met in their work. Job satisfaction is a crucial variable in organizational behavior because it is related to motivation, commitment, organizational attachment, and various forms of positive behavior exhibited by employees in the workplace. Oktaysoy et al. (2025) explain that job satisfaction is a psychological state formed from employees' work experiences, whether related to tasks, work relationships, or the organizational environment. Employees with high levels of job satisfaction tend to demonstrate greater engagement with the organization and are more willing to contribute beyond the formal demands of their jobs. In the context of sustainability, this positive psychological state has the potential to encourage green behavior as a form of voluntary contribution to the organization and the work environment. In this study, job satisfaction is positioned as a mediating variable that explains the mechanism of the relationship between *green leadership*, work environment, and employee green behavior. The higher the level of job satisfaction experienced by employees, the greater the likelihood of positive behaviors that support the organization's sustainability goals.

2.5 Development of Research Hypothesis

Influence *Green Leadership* to Satisfaction Work

Green leadership Placing sustainability values as a key part of organizational leadership practices. Leaders who demonstrate a commitment to environmental preservation, exemplify environmentally friendly behavior, and involve employees in various sustainability initiatives tend to create a more meaningful work environment. This can enhance employees' positive perceptions of the organization, as they feel they are working for an organization that aims beyond profit to social and environmental responsibility. When organizational values align with employees' personal values, job satisfaction levels will increase. Empirically, Oktaysoy et al. (2025) found that *green transformational leadership* has a positive and significant effect on job satisfaction. Similar findings were also put forward by Oktaviani et al. et al. (2022) showed that green leadership can increase employee pride, engagement, and satisfaction with the organization. Based on these theoretical arguments and empirical findings, the following hypothesis is formulated:

H1: *Green leadership* has a positive and significant effect on job satisfaction.

Influence Environment Work to Satisfaction Work

A comfortable, safe, and supportive work environment is one factor influencing employee job satisfaction. A good work environment is not only related to physical conditions, but also encompasses interpersonal relationships, leadership support, and the psychological well-being employees experience while working. When an organization is able to provide a conducive work environment, employees will find it easier to carry out their duties and have a positive work experience. These conditions ultimately contribute to increased job satisfaction. Research by Suwandana and Made (2025) and Arifin et al. (2025) showed that the work environment has a positive and significant effect on job satisfaction. These findings indicate that the quality of the work environment plays a significant role in shaping employees' perceptions of their work. Based on this description, the following hypothesis is proposed:

H2: Work environment has a positive and significant effect on job satisfaction.

Influence *Green Leadership* to Employee Green Behavior

According to *Social Learning Theory* states that individuals tend to learn and imitate the behaviors demonstrated by figures perceived as having authority and credibility. In an organizational context, leaders act as

role models who can influence employee attitudes and behaviors. When leaders consistently demonstrate a commitment to environmental sustainability, employees are more likely to adopt behaviors that align with those values. Through role modeling, communicating an environmental vision, and supporting environmentally friendly work practices, leaders can shape behavioral norms that support organizational sustainability. Liu and Zhang (2024), Jianchun (2024), and Fauziah et al. (2025) found that *green leadership* has a positive influence on employees' green behavior. These findings indicate that an organization's success in developing green behavior is greatly influenced by the quality of its leadership. Based on these arguments, the following hypothesis is formulated:

H3: *Green leadership* has a positive and significant influence on employee green behavior.

Influence Environment Work to Employee Green Behavior

A work environment that supports sustainability can shape social norms and an organizational culture that encourage environmentally friendly behavior. Employees who work in an environment that provides supporting facilities, implements sustainable work practices, and supports environmental activities are more likely to develop green behaviors in their daily activities. The work environment serves as a context that reinforces the implementation of the organization's sustainability values. Al-Sabi et al. (2024) and Qu et al. (2024) explained that a work environment that supports sustainable practices has a positive influence on employee engagement in pro-environmental behavior. These findings indicate that the work environment plays a significant role in shaping employees' green behavior. Based on this description, the following hypothesis is proposed:

H4: The work environment has a positive and significant influence on employee green behavior.

Influence Satisfaction Work to Employee Green Behavior

Job satisfaction reflects the positive psychological state employees experience regarding their work. Satisfied employees tend to exhibit a higher level of commitment to the organization and are intrinsically motivated to contribute beyond the formal demands of the job. In the context of sustainability, green behavior is a form of extra-role behavior that arises from an individual's awareness and commitment to organizational goals. Therefore, job satisfaction is thought to encourage the emergence of green behavior in employees. Oktaysoy Research et al. (2025), Oktaviani et al. (2022), and Ilmi et al. (2025) showed that job satisfaction has a positive effect on employee green behavior. Based on these findings, the following hypothesis was formulated:

H5: Job satisfaction has a positive and significant effect on employee green behavior.

The Role of Mediation Satisfaction Work on Relationships *Green Leadership* and Employee Green Behavior

Leaders who embrace sustainability values not only directly influence employee behavior but also create a more positive work experience. When employees feel valued, engaged, and find meaning in their work, job satisfaction levels increase. This psychological state then encourages various positive behaviors, including green behaviors. Thus, the influence of *green leadership* on employees' green behavior is thought to occur not only directly, but also through increased job satisfaction. Oktaysoy Research et al. (2025) and Oktaviani et al. (2022) showed that job satisfaction can mediate the relationship between green leadership and employee green behavior. Based on this argument, the proposed hypothesis is:

H6: Job satisfaction mediates the influence *green leadership* towards employee green behavior.

The Role of Mediation Satisfaction Work on Relationships Environment Employee Green Work and Behavior

A conducive work environment can improve employee comfort, psychological well-being, and job satisfaction. When employees feel comfortable and satisfied with their working conditions, they tend to demonstrate higher engagement in various organizational activities, including those that support environmental sustainability. Therefore, the relationship between the work environment and employee green behavior is thought to operate through psychological mechanisms manifested in job satisfaction. The findings of Suwandana and Made (2025) and Al-Sabi et al. (2024) showed that the work environment can increase job satisfaction, which ultimately encourages positive employee behavior. Based on this argument, the following hypothesis is formulated:

H7: Job satisfaction mediates the influence of work environment on employee green behavior.

3. RESEARCH METHODS

This study uses a quantitative approach with an explanatory design to test the relationship between *green leadership*, work environment, job satisfaction, and green behavior of employees at PT Barana Medayu Sejahtera, West Kutai Regency. The research population was all employees. *office* company. The sampling technique uses *Saturated sampling*, so that the entire population was used as research respondents. The number of respondents

analyzed was 57 people, so the data obtained represented the entire research population. The research data was obtained through the distribution of questionnaires using a five-point Likert scale with a total of 25 indicators. *green leadership* adapted from Nuswanto et al. (2023) and measured using 5 indicators that reflect the leader's commitment to environmental sustainability, exemplary environmentally friendly behavior, communication of environmental vision, support for employee participation, and consideration of environmental impacts in decision-making. The work environment variable is measured using 9 indicators covering physical and non-physical aspects , namely air circulation, lighting, workspace temperature, environmental cleanliness, work safety facilities, relationships with superiors, relationships with coworkers, leadership support, and psychological comfort. The job satisfaction variable is measured using 5 indicators that describe the level of job satisfaction, suitability of work to expectations, working conditions, enjoyment of work, and the desire to maintain employment. Meanwhile, employee green behavior is measured using 6 indicators that include energy savings, waste management, resource savings, compliance with environmental policies, participation in environmental programs, and individual awareness of environmental conservation. Data were analyzed using *Partial Least Squares – Structural Equation Modeling (PLS-SEM)* with SmartPLS 4.0 software . Model evaluation is carried out through: (1) outer model – including *convergent validity* (*loading factor* > 0.7 and *AVE* > 0.5), *discriminant validity* (*cross loading*), and *composite reliability* (> 0.7); and (2) inner model – including R- square and Q- square values . Hypothesis testing was conducted through bootstrapping , with acceptance criteria if the t-statistic value > 1.96 and p- value < 0.05.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

This study involved 57 respondents who were internal employees of PT Barana Medayu Sejahtera. Based on demographic characteristics, the majority of respondents were in the 17–25 age group with a proportion of 42.1%. From the educational aspect, most respondents had a Bachelor's degree (S1) of 52.6%. Based on domicile, the majority of respondents came from West Kutai Regency with a percentage of 63.2%, while from the aspect of length of service, most respondents had worked for 1–3 years with a percentage of 37.5%. The composition of respondents shows that the study was dominated by productive age workers with a relatively good level of education and sufficient work experience to understand the organizational culture, company policies, and sustainability practices implemented in the PT Barana Medayu Sejahtera work environment. In the analysis process using SEM-PLS, of the 25 indicators used to measure the four research constructs , three were eliminated because they did not meet convergent validity criteria. Therefore, further analysis was conducted using the 22 indicators that were deemed valid and adequate to represent the research constructs .

4.2 Evaluation of the Measurement Model (Outer Model)

Convergent test results validity shows that 22 indicators have *loading values factor* > 0.70 and declared valid. The AVE value for all constructs exceeds 0.50, which meets the *convergent requirements validity* . All constructs also meet the *discriminant requirements. validity based on cross results loading* . Table 1 presents a summary of the outer model test results .

Table 1. Results of the Validity and Reliability Test of the Constructs

<i>Variables</i>	<i>AVE</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Information</i>
Green Leadership (X1)	0.635	0.855	0.897	Reliable & Valid
Job Satisfaction (X2)	0.725	0.905	0.929	Reliable & Valid
Work environment (M)	0.583	0.858	0.893	Reliable & Valid
Employee Green Behavior (Y)	0.735	0.928	0.943	Reliable & Valid

Source: SmartPLS results data , 2026

4.3 Structural Model Evaluation (Inner Model)

Structural model evaluation was conducted to assess the model's ability to explain the relationships between the variables studied. The test results showed that the Job Satisfaction variable had a significant value. *R- Square* of 0.695 with *Adjusted R- Square* of 0.683. This finding shows that 69.5% of the variation in Job Satisfaction can be explained by *green leadership* and the work environment, while the remainder is influenced by other factors outside the research model. These values indicate that both exogenous variables have a significant contribution in explaining the level of job satisfaction of PT Barana Medayu Sejahtera employees.

In the Employee Green Behavior variable, the value obtained was *R- Square* of 0.769 with *Adjusted R- Square* of 0.756. These results indicate that 76.9% of the variation in Employee Green Behavior can be explained by *green leadership*, work environment, and job satisfaction. The high coefficient of determination indicates that the model has a strong ability to explain employee green behavior. In other words, changes in employee green behavior in this study were largely influenced by a combination of leadership, work environment, and perceived job satisfaction.

The test results also show the value *Q- Square* of 0.666 on the Job Satisfaction variable and 0.678 on the Employee Green Behavior variable. Both values are above the minimum required limit, thus indicating that the model has *predictive relevance*. This finding indicates that the construct used in the study is not only able to explain the relationship between variables theoretically, but also has adequate predictive ability in describing the phenomenon of employee green behavior at PT Barana Medayu Sejahtera. Therefore, the research model is considered suitable for use in hypothesis testing and analyzing causal relationships between variables.

4.4 Hypothesis Testing

The results of the hypothesis test through bootstrapping are presented in Table 2 and Table 3 below.

Table 2. Results of the Direct Influence Test (Direct Influence) Effect)

Variable Relationship	Coefficient (β)	T-Statistic	P- Value	Note :
Green Leadership Style → Job Satisfaction	0.502	5,266	0,000	✓
Work Environment → Job Satisfaction	0.442	5,210	0,000	✓
Green Leadership Style → Green Employee Behavior	0.269	2,350	0.019	✓
Work Environment → Green Employee Behavior	0.257	3,159	0.002	✓
Job Satisfaction → Employee Green Behavior	0.452	3,144	0.002	✓

Source: SmartPLS results data, 2026

Table 3. Results of the Indirect Effect Test Effect)

Variable Relationship	Coefficient (β)	T-Statistic	P- Value	Note :
Green Leadership Style → Job Satisfaction → Employee Green Behavior	0.227	2,756	0.006	✓
Work environment → Job Satisfaction → Employee Green Behavior	0.200	2,549	0.011	✓

Source: SmartPLS results data, 2026

4.6 Research Discussion

The Effect of Green Leadership on Job Satisfaction

Research findings show that *green Leadership* plays a role in increasing employee job satisfaction. Leadership that integrates sustainability values not only encourages environmental awareness but also creates positive

perceptions of the organization. When leaders demonstrate a commitment to responsible and sustainable practices, employees tend to perceive their work as having greater meaning, thus increasing job satisfaction. This finding is relevant to the situation at PT Barana Medayu Sejahtera, which operates in the mining support services sector, which faces increasing demands for sustainability. Pre -survey results indicate that employee perceptions of *green Leadership* is in the relatively good category. This condition indicates that leadership efforts to internalize environmental values have provided a positive work experience for employees, ultimately contributing to increased job satisfaction. The results of this study are in line with *Social Learning The theory* explains that employees tend to imitate the values and behaviors demonstrated by their leaders. This finding also supports Oktaysoy's research. et al. (2025) and Oktaviani et (2022) found that green leadership can increase job satisfaction by creating a more meaningful and sustainability-oriented work environment.

Environmental Influence Work to Satisfaction Work

Research findings indicate that the work environment plays a role in increasing employee job satisfaction. A comfortable, safe work environment supported by positive interpersonal relationships provides a more positive work experience, enabling employees to perform their jobs more optimally. These conditions foster feelings of comfort, appreciation, and involvement in the organization, which ultimately increases job satisfaction. This finding aligns with PT Barana Medayu Sejahtera's findings, which showed that the work environment received the highest average score compared to other variables in the pre -survey. This indicates that employees assess the available work environment as adequately supporting their work activities. Adequate work facilities, good relationships between employees , and organizational support are contributing factors to positive perceptions of their work. The results of this study support the findings of Suwandana and Made (2025) and Arifin et et al. (2025) stated that a conducive work environment can increase employee job satisfaction. These findings emphasize that the work environment not only functions as a place where work activities take place but is also a crucial factor in shaping positive work experiences and supporting employee psychological well-being.

Influence Green Leadership to Employee Green Behavior

The research findings show that *green leadership* Contributes to improving employee green behavior. Leadership that demonstrates a commitment to environmental sustainability can foster employee awareness and concern for the importance of environmentally friendly work practices. Leadership role models are a crucial factor in encouraging employees to adopt behaviors aligned with the organization's sustainability values. This finding is relevant to the phenomenon observed at PT Barana Medayu Sejahtera, where employee green behavior remained the lowest-scoring variable in the pre -survey. This situation suggests that developing green behavior requires an active role for leaders in guiding, educating, and providing concrete examples of sustainable practices in the workplace. The stronger the leadership's demonstrated environmental commitment, the greater the likelihood of green behavior being incorporated into daily work activities. The results of this study are in line with *Social Learning Theory* which explains that individuals tend to imitate the behavior shown by influential figures in organizations. This finding also supports research by Liu and Zhang (2024), Jianchun (2024), and Fauziah et al. al. (2025) who found that *green leadership* positively influences employees' green behavior. These findings emphasize that an organization's success in building a sustainable work culture is inseparable from the role of leaders as the primary drivers of behavioral change.

Influence Environment Work to Employee Green Behavior

Research findings indicate that the work environment plays a role in encouraging employees' green behavior. A work environment that supports sustainable practices can shape work habits and norms that encourage employees to be more concerned about resource use, waste management, and various activities related to environmental preservation. When organizations provide supportive working conditions, employees are more likely to integrate environmentally friendly behaviors into their daily work activities. These findings align with the situation at PT Barana Medayu Sejahtera, which already has a relatively favorable work environment but still faces challenges in optimizing employee green behavior. This situation demonstrates that the work environment not only functions as a means of supporting work but also as a medium that shapes individual behavior within the organization. The stronger the work environment's support for sustainable practices, the greater the opportunity for employees to engage in various activities that support the company's environmental goals. The results of this study support the findings of Al-Sabi et al. (2024) and Qu et et al. (2024) stated that a conducive work environment can increase employee engagement in pro-environmental behavior. These findings demonstrate that efforts to develop green behavior depend

not only on individual factors but are also influenced by a work environment that consistently supports the implementation of sustainability values.

Influence Satisfaction Work to Employee Green Behavior

Research findings indicate that job satisfaction plays a role in enhancing employee green behavior. Employees who are satisfied with their jobs tend to have a stronger attachment to the organization and demonstrate a willingness to contribute beyond the formal demands of the job. In the context of sustainability, this contribution is reflected through engagement in various activities that support environmental conservation, such as energy conservation, waste management, and compliance with company environmental policies. This finding is relevant to the situation at PT Barana Medayu Sejahtera, which shows that employee job satisfaction is relatively higher than their green behavior. This indicates that job satisfaction is a crucial factor in driving the transformation of an organization's environmental values and policies into concrete workplace behavior. Employees who feel comfortable and have a positive work experience are more likely to accept and support the various sustainability initiatives implemented by the company. The results of this study support Oktaysoy's findings. et al. (2025), Oktaviani et al. (2022), and Ilmi et al. (2025) stated that job satisfaction has a positive effect on employee green behavior. These findings show that the formation of green behavior is influenced not only by organizational structural factors but also by the psychological conditions experienced by employees while working. The higher the level of job satisfaction an employee experiences, the greater their tendency to participate in achieving the organization's sustainability goals.

The Role of Satisfaction Work in Mediating Influence *Green Leadership* to Employee Green Behavior

The research findings show that job satisfaction is able to mediate the relationship between *green leadership* and employee green behavior. These findings indicate that the influence of green leadership on green behavior occurs not only directly, but also through increased employee job satisfaction. When leaders demonstrate a commitment to environmental sustainability, lead by example, and involve employees in various environmental initiatives, employees experience a more positive and meaningful work experience. This encourages job satisfaction, which is then reflected in work behaviors that better support organizational sustainability.

This finding is relevant to the condition of PT Barana Medayu Sejahtera which shows that although perceptions of *green leadership* Despite relatively good employee green behavior, the variable with the lowest score in the pre -survey remains relatively good . This condition indicates that environmentally oriented leadership practices do not necessarily automatically translate into green behavior by employees. A positive psychological condition is needed so that the values established by the leader can be accepted and realized in daily work behavior. In this context, job satisfaction acts as a mechanism that bridges this process so that the influence of *green leadership* towards green behavior to be more effective. The results of this study support Oktaysoy's findings. et al. (2025) and Oktaviani et al. (2022) explained that job satisfaction is a crucial link between leadership practices and positive employee behavior. These findings demonstrate that an organization's success in developing green behaviors relies not solely on leadership direction and exemplary behavior, but also requires efforts to create work experiences that enhance employee satisfaction with the organization and their work.

The Role of Satisfaction Work in Mediating Influence Environment Work to Employee Green Behavior

Research findings indicate that job satisfaction mediates the relationship between the work environment and employees' green behavior. These results demonstrate that a conducive work environment not only directly influences green behavior but also creates a psychological climate that encourages employees to engage more in activities that support environmental sustainability. A comfortable, safe work environment supported by good interpersonal relationships creates a positive work experience, thereby increasing employee job satisfaction. These findings align with the phenomenon observed at PT Barana Medayu Sejahtera. Although the work environment received the highest rating in the pre -survey, employee green behavior remained relatively low. This situation suggests that a positive work environment does not necessarily directly result in green behavior if it is not followed by increased employee job satisfaction. When employees feel comfortable and satisfied with their working conditions, they tend to have a stronger attachment to the organization and are more willing to support the company's various sustainability programs. The results of this study support the findings of Suwandana and Made (2025), Al-Sabi et al. (2024), and Ilmi et al. (2025) showed that job satisfaction is an important mechanism in explaining the relationship between organizational factors and positive employee behavior. This finding emphasizes that efforts to develop green behavior require an approach that focuses not only on providing a conducive work environment but also on creating work experiences that can increase employee satisfaction and engagement in achieving organizational sustainability goals.

5. CONCLUSION AND IMPLICATIONS

5.1 Conclusion

This study shows that the main challenge in realizing environmental sustainability at PT Barana Medayu Sejahtera lies not in the lack of policies or organizational support, but rather in the process of internalizing environmental values into employees' daily work behavior. The research findings indicate that *green leadership* and the work environment play a significant role in shaping job satisfaction and encouraging employee green behavior. Although the work environment and leadership practices are perceived quite favorably by employees, green behavior remains a relatively low aspect compared to other variables. This situation indicates that the existence of environmental policies, procedures, and supporting facilities does not automatically result in strong green behavior at the individual level.

This study also found that job satisfaction is an important mechanism that explains how *green leadership* and the work environment can translate into green employee behavior. These findings show that green behavior is more easily developed when employees not only understand the importance of environmental sustainability but also experience a positive, comfortable, and meaningful work experience. Therefore, efforts to build a sustainable work culture require an approach that focuses not only on the structural aspects of the organization but also on strengthening the psychological aspects and employee engagement with the organization.

5.2 Implications

Theoretically, this study strengthens the argument that employee green behavior is the result of an interaction between leadership factors, the work environment, and individual psychological states. These findings extend the study of green organizational behavior by demonstrating that job satisfaction acts as a bridging mechanism for the transformation of organizational sustainability values into actual employee behavior. Thus, the successful implementation of a sustainability strategy is determined not only by the existence of environmental policies, but also by the organization's ability to create work experiences that enhance employee satisfaction.

Practically, the research findings provide input for PT Barana Medayu Sejahtera to not only focus on meeting environmental standards and procedures, but also strengthen the internalization of green culture in daily work activities. Strengthening the role of leaders as role models in environmentally friendly practices, increasing employee involvement in sustainability programs, and creating a work environment that can increase job satisfaction are important steps to reduce the gap between formal environmental compliance and internalized green behavior. These efforts are increasingly relevant considering that the company operates in the mining support services sector, which has high demands on the implementation of environmental sustainability principles.

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BEYOND ENVIRONMENTAL COMPLIANCE : THE ROLE OF GREEN LEADERSHIP AND WORK ENVIRONMENT IN FOSTERING EMPLOYEE GREEN BEHAVIOR

Josua Parulian Sinaga et al

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