

The Effect of Green Organizational Climate and Green Motivation on Employee Green Behaviour of Company through Perceived Organizational Support as an Intervening Variable

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ABSTRACT

Objective: This study investigates the direct and indirect effects of Green Organizational Climate (GOC) and Green Motivation (GM) on Employee Green Behaviour (EGB), with Perceived Organizational Support (POS) as a mediator. **Method:** Using SEM with SmartPLS, findings show that GOC significantly increases POS but does not directly affect EGB; instead, its effect occurs through POS. **Results:** GM significantly influences EGB directly but not via POS. POS itself strongly predicts EGB, explaining 39.8% of its variance. **Novelty:** The study highlights POS as a central determinant of EGB, underscoring that green climates must be accompanied by tangible organizational support to foster sustainable employee behaviour.

INTRODUCTION

In recent decades, the industrial world has faced increasing pressure to adopt environmentally friendly business practices in response to critical issues such as climate change, environmental degradation, and dependence on non-renewable natural resources[1]. In response to these global challenges, the concept of green industry was born, emphasizing the importance of conducting production and operational processes efficiently, cleanly, and sustainably, both in terms of technology and organizational culture[2]. This concept reflects a paradigm shift in the business world, from a short-term profit orientation to the achievement of sustainable economic value. Industries that integrate environmentally friendly principles are considered to have long-term competitiveness, as they are able to respond to the expectations of modern consumers who are increasingly aware of environmental and sustainability issues.

The implementation of green industry is not limited to the use of clean technology or energy efficiency alone, but also includes systemic changes in the way organizations operate. One important dimension of this transformation is the active participation of employees in supporting sustainability through their daily behavior in the workplace[3]. This confirms that the success of environmental strategies depends not only on technical aspects, but also on the formation of an organizational culture that supports pro-environmental behavior. Furthermore, in the context of contemporary industry, which increasingly emphasizes the importance of sustainability as a strategic foundation, companies are required to not only pursue financial gains, but also actively contribute to

environmental preservation. Sustainability has now become a fundamental pillar in global business strategy, driving companies to apply environmentally friendly principles across all operational lines. These practices include reducing carbon emissions, effectively managing resources, and involving employees in environmental initiatives as an integral part of the company's commitment to sustainable development[4].

The paradigm of contemporary economic development has undergone a significant shift, from one that was originally oriented toward increasing financial profits alone, to an approach of sustainable development. This shift reflects a response to the increasingly competitive dynamics of the modern industrial era, as well as a growing awareness of the importance of balance between economic, social, and environmental dimensions in strategic and operational decision-making. In this context, companies as economic entities play a central role in achieving sustainability, both through internal policies and in their interactions with external stakeholders[5]. Therefore, the company's orientation is no longer limited to achieving profitability alone, but also includes responsibility for environmental sustainability in every aspect of its operations. Concern for environmental issues is becoming increasingly urgent, in line with growing pressure from consumers, regulators, and global environmental organizations demanding ethical and ecologically responsible business practices[6].

The concept of corporate sustainability, which was previously often positioned as part of marketing strategy, has now transformed into a fundamental element in the vision and mission of many global companies[7]. As a result, green management principles are starting to be integrated into various lines of business activities, including efficient water and energy management, carbon emission reduction, use of environmentally friendly raw materials, and sustainable waste management[8]. In terms of human resources, the company also emphasizes the importance of employee involvement in environmentally friendly programs, both collective and individual.

One aspect that is now receiving special attention in corporate sustainability strategies is the contribution of employees in supporting organizational transformation towards more environmentally conscious practices. In this case, employee green behavior is a key element, namely pro-environmental behavior carried out voluntarily by employees, such as saving energy, reusing used items, and actively participating in environmental programs launched by the company[9]. Thus, the success of corporate environmental initiatives depends not only on formal management policies, but is also greatly influenced by employees' attitudes, motivations, and perceptions of the environmental values embraced by the organization. Consequently, in order to achieve long-term sustainability goals, it is imperative to develop an organizational culture that supports green practices.

This study focuses on a national distribution company that focuses on the consumer goods sector. The company has experienced significant growth and now operates an extensive distribution network in Eastern Indonesia, including East Java, Bali, Nusa Tenggara, Sulawesi, Maluku, and Papua. However, amid this rapid expansion, the company faces challenges in balancing distribution efficiency and environmental

sustainability[10]. As awareness of the importance of sustainable development grows, companies are beginning to realize that integrating environmentally friendly practices into all operational processes is a strategic necessity to ensure long-term sustainability. To support this transformation, companies have implemented various initiatives aimed at raising environmental awareness, both internally and within the wider community.

The company has demonstrated its concern for environmental issues through various initiatives aimed at raising employee awareness and participation. One such effort is its collaboration with the Earth Hour Surabaya community, which focuses on educating people about the impact of climate change and the importance of applying zero waste principles. To support this movement, the company initiated the #SmallThingsMatter campaign as a means of encouraging the reduction of plastic bag use and increasing recycling activities. One form of implementation is the Eco-Crafting activity, which is a training program teaching how to transform waste into reusable products. Additionally, the company highlighted the theme “Eco Sustainability” as part of the celebration of Indonesia's Independence Day. During the event, a plastic-free competition was held, encouraging participants to use equipment made from recycled materials or environmentally friendly alternatives.

However, the facts show that these various initiatives are still incidental and tend to be symbolic, and have not been strategically integrated into sustainable organizational policies. These efforts have not become part of the company's value system or consistent operational procedures, so they are more effective as short-term campaigns that have a limited impact on increasing individual awareness, without any deep and sustainable behavioral transformation[11]. This situation reflects the limitations in implementing Employee Green Behavior (EGB) within the company. The lack of incentive systems, rewards, or official recognition for environmentally friendly behavior by employees indicates that there is not yet adequate structural support to encourage comprehensive behavioral change.

Thus, there is a gap between the company's commitment to sustainability principles and the actual implementation, which is more campaign-oriented. To bridge this gap, further research is needed on the factors contributing to the formation of sustainable environmentally friendly behavior. Factors such as Green Organizational Climate, Green Motivation, and Perceived Organizational Support are believed to play a crucial role in promoting the internalization of sustainability values and systemic transformation of employee behavior, rather than merely symbolic gestures.

Although the Company has demonstrated various activities in implementing various environmental programs and campaigns, challenges in fostering and maintaining employee green behavior at the individual employee level still need to be improved. Employee green behavior reflects the extent to which sustainability values have been internalized within the organizational culture, and is not merely the result of compliance with formal regulations, but also stems from employees' personal awareness and responsibility toward the ecological impact of their work activities[12]. However, there is a clear gap between corporate policies that support sustainability principles and

the implementation of green behavior by employees in their daily practices. This gap indicates that understanding green behavior needs to go beyond individual psychological aspects, taking into account structural and contextual factors in the work environment that influence it.

One important determinant that plays a role in shaping green behavior among employees is green organizational climate, which is the collective perception of employees regarding the extent to which the organization supports, promotes, and facilitates environmentally friendly behavior[13]. This organizational climate is manifested through internal policies, work procedures, managerial practices, as well as symbols and values instilled in daily organizational activities. When employees believe that the organization's commitment to environmental issues is manifested in concrete actions, not just rhetoric, they tend to be more motivated to actively participate in environmental initiatives. Conversely, if sustainability values are not clearly reflected in managerial behavior or organizational structure, employees may dismiss or even ignore the sustainability agenda designed by the company.

In addition to organizational climate, another equally important factor is green motivation, which is the internal and external drive that encourages individuals to behave in an environmentally friendly manner[14]. Green motivation can stem from personal values, concern for the environment, or a sense of social responsibility instilled in employees. On the other hand, motivation can also be influenced by external factors such as reward systems, incentives, and forms of organizational appreciation for employee contributions to environmental conservation efforts. The higher the level of environmental motivation within employees, the greater the likelihood of their participation in various pro-environmental behaviors, such as energy conservation, waste reduction, or participation in environmental-themed training. Therefore, understanding how organizations maintain and enhance environmental motivation in the workplace is a strategic element in the development of sustainable human resources.

Another important factor influencing employee green behavior is perceived organizational support (POS), which is employees' perception of the extent to which the organization values their contributions and cares about their well-being[15]. In the context of pro-environmental behavior, POS reflects the extent to which employees feel that their actions in support of sustainability receive appropriate support, recognition, and attention from the organization. If employees believe that their environmental efforts are not recognized or considered significant by the organization, their internal motivation to continue voluntarily engaging in green behavior tends to decline. Therefore, understanding the form and intensity of organizational support is crucial in fostering strong and sustainable commitment to environmentally friendly behavior in the workplace[16].

The 5R Program (*Ringkas, Rapi, Resik, Rawat, dan Rajin*) has been implemented in the Company as part of efforts to create a clean, organized, and efficient work environment. This program is managed administratively and evaluated periodically, with a primary

focus on workplace cleanliness, document management, and systematic spatial planning. The details are presented in the following table:

Table 1. The 5R Principle of the Company

5R	5S	Prinsip
Ringkas	Seiri	Selection and Disposal
Rapi	Seiton	Identification
Resik	Seisou	Cleaning or inspecting dirty sources
Rawat	Seiketsu	Standardization
Rajin	Shitsuke	Maintenance

Source: Company's HSE

Although the implementation of the 5R program has shown positive contributions to work discipline and operational efficiency, an evaluation of the program's orientation indicates that the approach taken is still limited to technical and operational aspects. The program has not explicitly integrated environmental sustainability principles, such as energy efficiency, carbon footprint reduction, or sustainable waste management.

Previous interviews with representatives from the Health, Safety, and Environment (HSE) Department indicate that a number of initiatives toward implementing environmentally friendly practices have begun to be implemented within the company. Some examples include encouraging employees to reduce the use of single-use plastics by bringing their own tumblers and using lunch boxes that are not made of styrofoam.

Although these steps demonstrate an initial commitment to sustainable practices, all of these initiatives are still in the form of recommendations and have not been formalized into systematic policies. Therefore, it is necessary to formulate more structured internal policies so that these environmentally friendly efforts can be implemented consistently, measurably, and sustainably in support of the company's strategic objectives.

However, the absence of comprehensive and sustainable environmental programs indicates that green behavior has not been fully realized in the organizational culture, both at the individual and institutional levels. This condition reflects the need for a deeper understanding of the factors that influence the formation of environmentally friendly behavior in the workplace. Therefore, it is important to further examine how employees' perceptions of organizational support, a work environment that supports green practices, and personal motivation contribute to employees' tendencies to engage in environmentally friendly behavior in the workplace.

Studies on Employee Green Behavior (EGB) have been widely conducted, particularly in the hospitality and public sectors, in line with the growing attention to the integration of sustainable behavior in organizational contexts. One relevant study is the research conducted by Chowdhury and Shamsher in the hospitality industry, which introduces the concept of Perceived Organizational Support for the Environment (POS-E) as the primary determinant influencing EGB[17]. In the model they developed,

Environmental Commitment and Green Work Climate were used as mediating variables. The research findings indicate that POS-E has a positive effect on EGB, but this effect is indirect, as it is mediated by employees' level of commitment to the environment and their perception of a work climate that supports sustainable practices. Another finding in this study also suggests that the effect of POS-E on EGB becomes stronger when employees have a high level of personal concern for environmental issues.

Similar research was conducted by Chou, who explored the concepts of green organizational climate and personal environmental beliefs in the context of the hospitality industry. This study used a two-level hierarchical linear modeling (HLM) approach to analyze the influence of individual and organizational factors on employee green behavior[18]. Chou's research shows that EGB is simultaneously influenced by individual characteristics and organizational context. In this model, personal environmental norms are proven to be an important predictor in explaining variations in green behavior in the workplace, while green organizational climate acts as a moderator that strengthens the influence of personal norms on employee engagement in pro-environmental behavior.

Meanwhile, a study conducted by Averina et al on two local government agencies in Indonesia, namely the Environmental Agency and the Public Works and Spatial Planning Agency (PUPR) of Muna Regency, examined the influence of transformational leadership on sustainable employee performance[19]. This study focuses on the mediating role of organizational commitment and green motivation in the relationship between leadership style and sustainable performance. The main findings indicate that transformational leadership positively enhances employees' organizational commitment and green motivation. However, only organizational commitment was found to significantly mediate the influence of leadership on sustainable performance, while green motivation did not have a significant direct impact on individual performance improvement. Thus, this study confirms that commitment to the organization plays a more crucial role than personal motivation in bridging the relationship between leadership and sustainable performance outcomes.

Overall, the findings from this previous study reinforce the importance of a multidimensional approach in understanding EGB, taking into account the interaction between organizational support, work climate, personal values, and leadership style in shaping environmentally friendly behavior in the workplace.

Previous studies have highlighted the importance of organizational and individual factors in shaping Employee Green Behavior (EGB). However, there has been no comprehensive research that combines Green Organizational Climate and Green Motivation as direct predictors of EGB as well as mediators in the relationship between Perceived Organizational Support (POS) and EGB. In comparison, the study by Chowdhury and Shamsher used Perceived Organizational Support for the Environment (POS-E) as the primary independent variable in predicting EGB[17]. However, this study will use POS in a more general sense as an intervening variable, thus offering a different approach.

Chou used a multilevel approach, focusing on individuals' personal norms in relation to green organizational climate[18]. Meanwhile, this study will focus on the influence of green organizational climate and green motivation at both the individual and organizational levels, mediated by employees' perceptions of organizational support. In addition, in the study by Averina et al, green motivation was only used as a mediating variable in the context of transformational leadership[19], Therefore, this study will examine green motivation as a direct predictor of green behavior among employees. In summary, findings from previous studies show that: (1) POS-E has a positive impact on EGB, but this influence is indirect, through environmental commitment and perceptions of the green work climate[17]; (2) personal norms and perceptions of green organizational climate jointly influence EGB, with organizational climate acting as a moderator[18]; and (3) transformational leadership increases organizational commitment and green motivation, but only organizational commitment significantly contributes to sustainable performance, while green motivation has no direct effect[19].

Considering the differences in focus and methodological approaches in previous studies, this research is expected to contribute new theoretical insights to the literature on employee green behavior. Specifically, this study aims to examine whether green organizational climate and green motivation can interact and act as factors that strengthen the relationship between perceived organizational support (POS) and employee green behavior.

Research question:

1. Does Green Organizational Climate affect Perceived Organizational Support?
2. Does Green Motivation influence Perceived Organizational Support?
3. Does Green Organizational Climate influence Employee Green Behavior?
4. Does Green Motivation influence Employee Green Behavior?
5. Does Perceived Organizational Support influence Employee Green Behavior?
6. Does Green Organizational Climate influence Employee Green Behavior through Perceived Organizational Support as a mediating variable?
7. Does Green Motivation influence Employee Green Behavior through Perceived Organizational Support as a mediating variable?

Research question: Do Green Organizational Climate, Green Motivation, and Perceived Organizational Support have an influence on Employee Green Behavior in Companies?

SDG's Category: This research is highly relevant to Sustainable Development Goal (SDG) 8 (<https://sdgs.un.org/goals/goal8>), namely Decent Work and Economic Growth. SDG 8 emphasizes the importance of creating an inclusive, safe, productive, and sustainable work environment, as well as promoting economic growth that supports human well-being and environmental conservation.

In this context, this study aims to explore the role of green organizational climate, green motivation, and perceptions of organizational support (POS) in shaping employee green behavior (EGB) in companies. This study focuses on how organizations can build a work culture that is conducive to environmentally friendly behavior at the individual

level, while also supporting sustainable productivity and socially and ecologically responsible work practices.

Thus, this study is in line with the achievement of SDG 8, particularly in terms of improving job quality through the application of sustainability principles in human resource management. This is realized through the strengthening of environmentally conscious work behavior, increasing employee internal motivation towards environmental issues, and providing strategic organizational support to create long-term performance that is in line with sustainable development values.

Green Organizational Climate (X1)

Regardless of the policies, practices, and procedures implemented by an organization, the term organizational climate refers to employees' collective perceptions of their work environment, both within the organization and outside it[20]. This climate is formed through the interaction between the personal characteristics of employees and the working environment conditions that directly or indirectly influence their behavior and attitudes in carrying out their duties[21]. One specific form of organizational climate is the green organizational climate (GOC), which refers to employees' general perceptions of the extent to which the organization emphasizes and supports the implementation of environmentally sustainable policies, practices, and initiatives[18]. GOC reflects shared values among employees related to organizational greening and commitment to environmental protection.

A green organizational climate is an important indicator in identifying the extent to which a company creates a work environment conducive to fostering environmentally friendly behavior among employees. In this context, there are several dimensions used to measure the GOC variable, namely[22]:

1. Freedom of Expression

Employees believe that they are free to voice criticism or objections to practices, policies, or decisions of the organization that are considered harmful to the environment without fear of negative consequences. In this climate, a critical attitude toward environmentally unfriendly practices is not only tolerated but considered part of the process of learning and continuous improvement.

2. Resource Efficiency

The organization demonstrates its commitment to resource conservation through waste reduction and efficient use of materials throughout its operations. Employees are recognized and rewarded for their contributions to energy and raw material savings.

3. Innovation in Resource Use

This indicator measures the extent to which organizations and employees promote and implement innovative methods of resource utilization. This includes developing work methods that minimize the use of materials and efforts to substitute raw materials with more environmentally friendly alternatives.

4. Active Participation

Employees are encouraged to actively engage in pro-environmental activities, such as leading green initiatives, participating in social environmental activities, or supporting

internal sustainability policies. This indicator reflects the extent to which the organization facilitates employee participation in environmental campaigns, both inside and outside the company, as well as in building collective awareness.

5. Visionary Leadership

Organizations with visionary and value-oriented leadership encourage employees to adopt ambitious environmental goals. In this context, companies not only strive to meet existing environmental standards, but also seek to be pioneers in changing industry norms and achieving transformative sustainability outcomes.

Previous studies have shown that the implementation of Green Organizational Climate has a positive and significant effect on Perceived Organizational Support [21], [23], [24]. In addition, literature also indicates that Green Organizational Climate has a direct and significant impact in encouraging Employee Green Behavior[25], [26], [27].

Green Motivation (X2)

Green motivation is part of work motivation that directs an individual's energy and efforts to contribute to the achievement of goals related to environmental sustainability. In general, motivation is defined as an internal drive that causes, directs, and regulates a person's behavior toward the achievement of specific goals.[10]. In the context of pro-environmental behavior in the workplace, green motivation is a psychological factor that encourages employees to integrate ecological values into their professional activities.

Green motivation can increase employee engagement in activities that support sustainable environmental management, while encouraging optimal performance[28]. This motivation not only strengthens employees' orientation towards productivity and creativity, but also shapes a work perspective that focuses on social and environmental responsibility[29].

Green motivation is reflected in several dimensions, including[30]:

1. Awareness of Green Behavior

In the context of green motivation, responsibility reflects an individual's awareness to take actions that preserve the environment. When employees feel that their responsibility towards the environment is valued and recognized by the organization, they will be more motivated to maintain environmentally friendly behavior and reduce the negative impact of their daily work activities. This awareness is the basis for consistency in practicing green behavior in a sustainable manner.

2. Commitment to Green Behavior

Commitment to green behavior reflects an individual's strong intention to consistently carry out actions that support environmental sustainability. This commitment is not merely a momentary response to organizational policies, but rather a manifestation of the alignment between an individual's personal goals and the environmental vision and mission promoted by the organization.

3. Satisfaction with Contributions to the Environment

Satisfaction with contributions to the environment refers to the feeling individuals experience when they realize that their actions in support of environmental conservation have a real impact and are recognized both personally and socially. They will feel

satisfaction with the contributions they have made. This satisfaction reflects a positive perception of the effectiveness and meaning of pro-environmental behavior.

4. Success in Contributing to the Environment

Achievements refer to the success of individuals in demonstrating increased knowledge, skills, or tangible contributions to environmental conservation. These achievements can take the form of formal awards, recognition for innovation, or contributions to generating creative solutions to environmental challenges in the workplace. The greater the recognition of these achievements, the stronger the motivational drive for employees to continue behaving in an environmentally friendly manner.

5. Social Affirmation

Recognition from others for individual pro-environmental actions is an important aspect in strengthening green motivation. Humans naturally have a need for social affirmation, so recognition of their environmental contributions, whether in the form of verbal, symbolic, or material appreciation, can increase employee enthusiasm and commitment to sustainability goals. This recognition also plays a role in building a positive identity for individuals as part of an organization that cares about the environment.

Previous research suggests that Green Motivation positively increases Perceived Organizational Support[31], [32], [33]. In addition, other findings also confirm that Green Motivation has a significant direct influence on Employee Green Behavior [29], [34], [35], [36], [37].

Perceived Organizational Support (Z)

Perceived Organizational Support (POS) refers to the extent to which employees believe that the organization values their work contributions and cares about their well-being and health. This concept emphasizes the importance of organizational commitment in providing tangible benefits to its employees. A high level of perceived organizational support significantly contributes to increased job satisfaction and reduced employee turnover[38]. POS can be understood as a measure of the extent to which a company pays attention to the needs and appreciates the efforts of its employees[39].

Organizations that demonstrate good quality support are those that consistently provide recognition, respect, fair treatment, fair compensation, opportunities for promotion, the right to express opinions, access to relevant information, and various forms of assistance that support the performance of duties and improve employee welfare[39]. To measure POS levels, there are several dimensions that can be used, namely[40]:

1. Attention Supervisor

Attention from immediate superiors reflects the extent to which supervisors are actively involved in supporting employees, both professionally and personally. Employees who feel strong support from their supervisors tend to have a more positive perception of the organization as a whole.

2. Opportunities for Self-Development

Opportunities for self-development arise when employees feel that the company provides space, support, and facilities for skill development. They will then view the organization as an entity that cares about their professional advancement and growth. This condition reflects the existence of opportunities for self-development, which is an important indicator in creating a supportive work climate that is oriented toward increasing human resource capacity.

3. Contribution Rewards

Contribution Rewards are incentives or rewards given to employees for their contributions and achievements. These rewards not only serve as a form of appreciation, but also as a strategic tool to increase employee motivation and engagement.

4. Workplace Safety and Comfort

This indicator describes the physical, psychological, and social environment in which employees perform their duties. These aspects affect overall performance, comfort, and morale. Work condition indicators include the level of stress experienced by employees, their sense of security at work, and their perceived job stability. The more conducive the working conditions, the higher the perception of support from the organization.

5. Balance between Work and Personal Life

Work-life balance is when a company shows concern for its employees' needs to balance their work responsibilities with their personal lives. This indicator can improve employees' perception that the organization values their contributions and has a genuine concern for their holistic well-being, both professionally and personally.

Previous research indicates that Perceived Organizational Support positively influences Employee Green Behaviour[17], [41], [42].

Employee Green Behaviour (Y)

In an era where business increasingly emphasizes sustainability principles, companies are required to be responsible not only for economic aspects, but also for environmental sustainability[35]. One form of this responsibility is reflected in the encouragement of environmentally friendly behavior among employees, known as Employee Green Behavior (EGB)[44]. EGB refers to a series of individual and group attitudes and actions within an organization that directly or indirectly support environmental conservation efforts in the workplace. This behavior contributes positively to the achievement of the organization's overall sustainability goals[35].

EGB is an important element in environmentally oriented human resource management, because such behavior not only reflects individual concern for ecological issues, but also strengthens a pro-environmental organizational culture. To measure the level of EGB in the workplace, there are several dimensions that can be used as a reference[43]:

1. Involvement in Waste Sorting

This indicator reflects the extent to which employees are involved in efforts to manage and reduce waste in the workplace, whether through recycling, waste sorting, or

reuse of materials. These actions not only have a direct impact on waste reduction, but can also encourage creative solutions to environmental problems and inspire colleagues to participate actively.

2. Efficient Use of Work Materials

Efficiency in the use of work materials includes employee behavior in conserving the use of work materials and supplies, such as paper, water, or stationery, by applying the principles of reduce, reuse, and recycle. Examples include using both sides of paper or reusing items that are still in good condition.

3. Energy Saving Habits

Employees who demonstrate awareness in using energy wisely contribute directly to reducing negative impacts on the environment. This behavior can take the form of turning off unused electrical equipment, regulating air conditioner use efficiently, and utilizing natural lighting.

4. Environmental Awareness

Participation in environmental training and education programs reflects employees' desire to increase their knowledge and awareness of sustainability issues. More than that, this participation can also encourage collective behavioral change in the workplace, through the dissemination of information and the formation of social norms that support environmentally friendly practices.

5. Active Participation in Green Programs

Employees who actively participate in green programs or policies initiated by the company demonstrate a high level of commitment to sustainability. Examples include rejecting projects that are not in line with environmental principles, participating in greening campaigns, or volunteering in environmental conservation activities outside of working hours.

Relationship Between Variables

1. The relationship between Green Organizational Climate and Perceived Organizational Support

The establishment of a Green Organizational Climate (GOC), which is employees' perception of organizational policies, procedures, and practices that support and facilitate environmentally friendly actions, is a crucial aspect in building commitment to sustainability[44]. GOC not only reflects the extent to which an organization is committed to environmental issues, but also plays an important role in improving employees' perceptions of the support they receive from the organization, known as Perceived Organizational Support (POS)[45]. When environmentally friendly policies are implemented in a tangible way through effective internal communication, relevant training, and the provision of resources for the implementation of environmental initiatives, employees tend to pick up on signals that their contributions to environmental issues are valued and recognized by the organization. This positive perception reinforces the belief that the organization supports the active role of employees in practicing environmentally friendly behavior, while also increasing their sense of belonging and loyalty to the organization.

Thus, it can be assumed that an organizational climate that supports sustainability will improve employees' perceptions of overall organizational support. Based on this description, the hypothesis proposed in this study is as follows:

H1: Green Organizational Climate has a positive and significant effect on Perceived Organizational Support.

2. The relationship between Green Motivation and Perceived Organizational Support

Green Motivation, which refers to internal and external incentives that encourage individuals to behave in an environmentally friendly manner, is one of the key factors influencing employee behavior and their perceptions of the social environment in the workplace[46]. One important aspect of this perception is Perceived Organizational Support (POS), which is the belief among employees that the organization values their contributions and cares about their well-being, including in the context of environmental sustainability. When employees have high green motivation, whether stemming from personal values or external incentives, they tend to be more enthusiastic in responding to organizational support for environmental initiatives, such as green-related training, provision of recycling facilities, or sustainability-based incentive programs[47]. In this context, green motivation not only encourages ecological behavior, but also shapes the perception that the organization actively supports the environmental efforts of its employees.

Conversely, low levels of green motivation can lead to the perception that the organization is passive or merely symbolic in its support for sustainability. Therefore, the higher the green motivation of employees, the stronger their perception that the organization plays an active role in supporting environmental conservation[48]. Based on this explanation, the hypothesis that can be proposed in this study is as follows:

H2: Green Motivation has a positive and significant effect on Perceived Organizational Support.

3. The relationship between Green Organizational Climate and Employee Green Behavior

Green Organizational Climate (GOC) refers to employees' perceptions of organizational policies, procedures, and practices that consistently prioritize environmental issues. This environmentally friendly organizational climate creates a work environment that supports the realization of Employee Green Behavior (EGB), which is voluntary employee behavior that supports environmental programs, waste reduction, energy efficiency, and responsible resource management. When employees perceive that their organization has a strong commitment to sustainability, demonstrated through clear communication of environmental policies, the availability of supportive facilities such as recycling programs, and recognition of green initiatives, they are more motivated to take pro-environmental actions in their daily work activities[49]. In a strong green climate, environmentally friendly behavior is not only seen as an individual responsibility, but also as part of the inherent norms and culture of the organization[50]. Thus, the more positive employees' perceptions of an organizational climate that

supports sustainability, the more likely they are to engage in consistent green behavior. Based on this description, the following hypothesis is proposed:

H3: Green Organizational Climate has a positive and significant effect on Employee Green Behavior.

4. The relationship between Green Motivation and Employee Green Behavior

Green Motivation, which encompasses levels of concern, personal values, and incentives provided by the organization, is a form of internal and external encouragement that motivates individuals to behave in an environmentally friendly manner. This motivation plays a crucial role in shaping Employee Green Behavior (EGB), which refers to employees' voluntary actions that reflect concern for environmental issues, such as waste management, energy conservation, and active participation in the company's sustainability programs. Employees with high levels of green motivation not only understand the urgency of sustainability issues but are also actively driven to implement environmentally friendly practices in their daily work activities, even beyond the formal obligations set by the organization[51]. Such motivation can come from intrinsic drives, such as ecological awareness and moral responsibility, or from extrinsic factors, such as rewards, incentives, or recognition for contributions to environmental goals[52]. High green motivation will encourage individuals to be more consistent and sustainable in their pro-environmental behavior. Thus, it can be assumed that the higher the level of green motivation among employees, the more likely they are to actively demonstrate green behavior in the workplace. Based on this explanation, the hypothesis proposed in this study is as follows:

H4: Green Motivation has a positive and significant effect on Employee Green Behavior.

5. The relationship between Perceived Organizational Support and Employee Green Behavior

Perceived Organizational Support (POS) refers to employees' belief that the organization values their contributions and cares about their well-being, including support for sustainability initiatives. POS is considered a central determinant influencing Employee Green Behavior (EGB), which refers to employees' voluntary actions that support environmental programs and daily eco-friendly practices. Employees who perceive that the organization provides tangible support through environmental training, recognition for green contributions, or the provision of environmentally friendly infrastructure will feel more motivated to actively engage in pro-environmental activities[46]. This perception of support reinforces employees' commitment and belief that their green behavior is valuable, thereby encouraging an increase in the frequency and intensity of EGB. In other words, the higher the level of POS perceived in the environmental context, the more likely employees are to consistently exhibit environmentally friendly behavior in the workplace. Based on this theoretical foundation, the hypothesis proposed is:

H5: Perceived Organizational Support has a positive and significant effect on Employee Green Behavior.

6. The relationship between Green Organizational Climate and Employee Green Behavior through Perceived Organizational Support as an intervening variable

Green Organizational Climate (GOC) not only signifies a priority on environmentally friendly practices, but also reinforces employees' belief that the company supports their green efforts, as reflected in Perceived Organizational Support (POS). A strong GOC is achieved through clear environmental policies, specialized training, and the provision of supportive facilities, fostering the perception that employees' ecological contributions are valued and facilitated by the organization. As a result, employees develop Employee Green Behavior (EGB), a series of voluntary pro-environmental actions (e.g., energy conservation, waste sorting, and participation in sustainability programs), grounded in a sense of security, recognition, and motivation. In this framework, POS acts as a mediating variable linking GOC to EGB. A strong green climate enhances perceptions of organizational support, which in turn drives the intensification and consistency of employees' green behavior[53]. Based on this explanation, the hypothesis proposed is:

H6: Perceived Organizational Support mediates the influence of Green Organizational Climate on Employee Green Behavior.

7. The relationship between Green Motivation and Employee Green Behavior through Perceived Organizational Support as an intervening variable

Green Motivation, both internal (ecological values and awareness) and external (organizational incentives and rewards), not only has a direct impact on strengthening the intensity of Employee Green Behavior (EGB), but also influences the Perceived Organizational Support (POS) mechanism as an intervening variable. When employees have high green motivation based on both personal beliefs and organizational encouragement, they become more sensitive to every organizational effort in supporting environmental initiatives, such as conducting eco-friendly training, awarding recognition for green contributions, or providing special facilities like recycling stations. This positive perception of organizational support strengthens employees' commitment to consistently apply green behavior in their daily activities[54]. Thus, POS acts as a mediator that bridges the influence of Green Motivation on Employee Green Behavior. Based on this conceptual framework, the following hypothesis is proposed:

H7: Perceived Organizational Support mediates the influence of Green Motivation on Employee Green Behavior.

Conceptual Framework

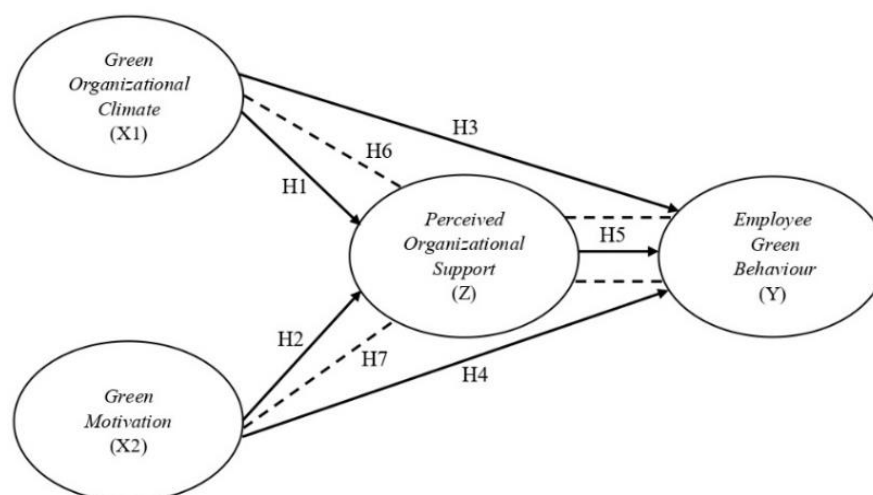


Figure 1. Conceptual Framework.

Hypotheses

H1 : Green Organizational Climate has a positive and significant effect on Perceived Organizational Support

H2 : Green Motivation has a positive and significant effect on Perceived Organizational Support.

H3 : Green Organizational Climate has a positive and significant effect on Employee Green Behaviour.

H4 : Green Motivation has a positive and significant effect on Employee Green Behavior

H5 : Perceived Organizational Support has a positive and significant effect on Employee Green Behavior.

H6 : Perceived Organizational Support mediates the influence of Green Organizational Climate on Employee Green Behavior.

H7 : Perceived Organizational Support mediates the influence of Green Motivation on Employee Green Behavior.

RESEARCH METHOD

This study employed a quantitative research approach, with data collected through the distribution of questionnaires. The questionnaires were administered in both physical form and digitally via Google Forms to facilitate broader accessibility for respondents. Sampling was conducted using a probability sampling technique, ensuring that each member of the population had an equal opportunity to be selected as part of the sample. Simple random sampling is a method in which individuals are chosen randomly without considering strata or levels within the population. The population in this study comprised all 140 employees of PT Borwita Citra Prima. To determine the appropriate sample size, the Slovin formula was applied, as presented below:

$$n = \frac{N}{1+N(e^2)}$$

Accordingly, the number of respondents in this study was determined to be 104, drawn from the total population of employees. The research instrument utilized a structured questionnaire containing statements designed to measure the study variables. Respondents were asked to indicate their level of agreement using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Data collection was conducted at the company's office, located at Jl. Raya Taman No. 48 A, Taman District, Sidoarjo Regency, East Java, 61257.

This study utilizes two types of data: primary data, obtained directly from respondents through questionnaires, and secondary data, sourced from previous studies and literature. Data analysis was performed using Smart PLS software version 3.0, which involves two stages of testing: measurement model testing (Outer Model) and structural model testing (Inner Model). The measurement of indicators (Outer Model) was conducted by examining Convergent Validity, Discriminant Validity, and Construct Reliability. Meanwhile, the measurement of indicators (Inner Model) was conducted by examining R-squared and Path Coefficients[55].

1. Outer Model

The measurement model (outer model) in this study was evaluated through three main stages, namely reliability testing, convergent validity, and discriminant validity[56]. These three stages were used to test the extent to which the indicators used were able to represent latent constructs validly and consistently.

a. Convergent Validity

Convergent validity refers to the degree of consistency of indicators in reflecting the same construct. Convergent validity can be assessed through the factor loading values of each indicator relative to its construct. An indicator is considered to have good convergent validity if its factor loading value is ≥ 0.70 . This indicates that the indicator makes a significant contribution in explaining the latent variable being measured, particularly in a reflective measurement model[57].

b. Discriminant Validity

Discriminant validity aims to test the extent to which a construct is truly different from other constructs in the model. This validity ensures that the indicators in one construct have a higher correlation with that construct than with other constructs. One measure used is the Average Variance Extracted (AVE) value, where a construct is considered to have adequate discriminant validity if its AVE value is greater than 0.50[58]. This value indicates that the latent variable is able to explain more than half of the variance of its indicators.

c. Construct Reliability

Reliability measures the degree of consistency of an instrument in producing stable and accurate data. An instrument is considered reliable if it can provide similar results when measurements are taken repeatedly. Reliability tests are generally conducted by calculating Cronbach's Alpha and Composite Reliability (CR) values[59]. The criteria used state that Cronbach's Alpha and CR values ≥ 0.70 indicate that the construct has good internal reliability.

2. Inner Model

The inner model (structural model) is used to evaluate the relationships between latent variables in the research model. This evaluation reflects the strength and direction of influence between constructs, as well as testing the significance of relationships based on empirical data obtained[56].

Inner model testing is conducted through t-statistic analysis, which serves to measure the significance of differences between the mean values of two observation groups (samples). The t-statistic value indicates the extent to which the observed differences can be considered statistically significant. Furthermore, the p-value is used to measure the level of significance of the relationship[60]. The p-value describes the probability that the results obtained from the first sample (empirical results) occur by chance when compared to general conditions or the null hypothesis. A path is considered significant if the p-value < 0.05 and the t-value > 1.96 at a 5% significance level[61].

In addition, the evaluation of the inner model also includes an analysis of the coefficient of determination (R^2). This coefficient shows the proportion of variance in the endogenous variable that can be explained by the exogenous variables in the model. According to Chin, an R^2 value of 0.67 indicates high predictive power (substantial), 0.33 indicates moderate predictive power (moderate), and 0.19 indicates weak predictive power (weak)[62].

The significance of the relationship between variables is also evaluated through path coefficient analysis calculated using the bootstrapping technique. Bootstrapping is a non-parametric method used to estimate the accuracy of model parameters, including standard error values and confidence intervals. Through this technique, the stability and validity of path coefficient estimates can be tested more accurately, especially in samples that do not meet the assumption of normal distribution[63]. Thus, the inner model testing includes t-statistics, p-values, R^2 , and path coefficients through bootstrapping, which together provide a comprehensive understanding of the predictive power and significance of relationships in the structural model. The results of this testing form the basis for drawing conclusions about the hypotheses proposed in the study.

Operational Definitions

Green Organizational Climate (X1)

Green Organizational Climate (GOC) is a specific form of organizational climate that reflects employees' perceptions of the extent to which the organization emphasizes, supports, and facilitates the implementation of policies, practices, and initiatives oriented toward environmental sustainability[21]. This climate is formed through the interaction between work environment conditions and individual employee characteristics, which ultimately shape shared norms, values, and principles regarding the importance of environmental conservation within the organizational context. In this study, GOC is measured through the following five main indicators[22]:

1. Employees feel they have the freedom to voice criticism of policies deemed harmful to the environment.
2. Employee commitment to maximizing efficiency in waste reduction.

3. Employee ability to maximize the use of environmentally friendly materials.
4. Employee involvement in environmentally friendly activities within the company.
5. The presence of leadership oriented toward sustainable environmental goals.

Green Motivation (X2)

Green Motivation is a form of work motivation that specifically directs an individual's attention, energy, and efforts toward supporting the achievement of environmental sustainability goals within an organizational context[10]. Generally, motivation is defined as an internal drive that motivates, directs, and regulates an individual's behavior in order to achieve a specific goal. In organizations oriented toward sustainability principles, Green Motivation serves as the primary psychological factor driving employees to internalize and apply environmental values in the performance of their work tasks and responsibilities[29]. In this study, Green Motivation is measured through the following key indicators[30]:

1. Employees' level of awareness of their contribution to environmental conservation.
2. The existence of employee commitment to practicing environmentally friendly behavior in a sustainable manner.
3. Personal satisfaction with employees' contributions to environmental conservation efforts in the workplace.
4. Employees' success in making tangible contributions to environmental conservation in the workplace. This achievement can take the form of innovations that reduce environmental impact.
5. Appreciation from the company, either through words, symbols, or material rewards for pro-environmental actions.

Perceived Organizational Support (Z)

Perceived Organizational Support (POS) refers to the extent to which employees believe that the organization values their contributions and cares about their overall well-being and working conditions. This concept emphasizes the importance of employees' perceptions of the organization's commitment to providing tangible benefits, fair treatment, and recognition of their dedication and loyalty to the organization[38]. High POS has been shown to significantly contribute to increased job satisfaction, loyalty, engagement, and psychological well-being among employees[39]. In this study, POS was measured using the following indicators[40]:

1. Supervisors' involvement in supporting employee skill development.
2. The organization facilitates employee self-development by providing continuous learning programs.
3. Incentives given as a form of appreciation for employees' contributions to achievements.
4. The work environment provided by the company supports the physical and psychological safety of employees.
5. The quality of the work environment from physical, psychological, and social aspects.

Employee Green Behaviour (Y)

Employee Green Behavior (EGB) refers to voluntary behavior by employees that contributes to environmental sustainability through attitudes and actions taken in the workplace[35]. This behavior reflects the level of awareness, responsibility, and commitment of individuals to environmental conservation, both through daily operational activities and participation in environmental programs organized by the company. In this study, EGB is measured through the following five main indicators[43]:

1. Employee involvement in waste sorting practices to enable the reuse of used items.
2. Maximizing employees' efficient use of work materials and resources.
3. Employee awareness in managing energy consumption wisely.
4. Employee involvement in programs aimed at increasing environmental awareness.
5. Employee commitment to participating in various green programs.

RESULTS AND DISCUSSION

Results

Measurement Model Testing (Outer Model)

The subsequent stage of analysis involved the full application of Structural Equation Modeling (SEM), following the assessment of indicator dimensionality through Confirmatory Factor Analysis (CFA). The CFA was employed to examine whether the indicators accurately reflected the latent variables and to confirm the validity of their dimensional structure. The results of the structural model testing are presented in Figure 2.

Convergent Validity

The latent constructs analyzed in this study include X1 (Green Organizational Climate/GOC), X2 (Green Motivation/GM), Z (Perceived Organizational Support/POS), and Y (Employee Green Behavior/EGB). The evaluation of the measurement model was carried out through three key stages: convergent validity, construct reliability, and discriminant validity.

Convergent validity testing was conducted to determine the extent to which the indicators of each construct were positively correlated and consistently represented the intended latent variable. This stage ensured that the measurement items had sufficient factor loadings, reflecting their capacity to converge on a common construct.

Subsequently, the full SEM analysis was employed to evaluate the overall model fit and the hypothesized relationships among the constructs. This process confirmed whether the measurement and structural models jointly provided an appropriate representation of the theoretical framework.

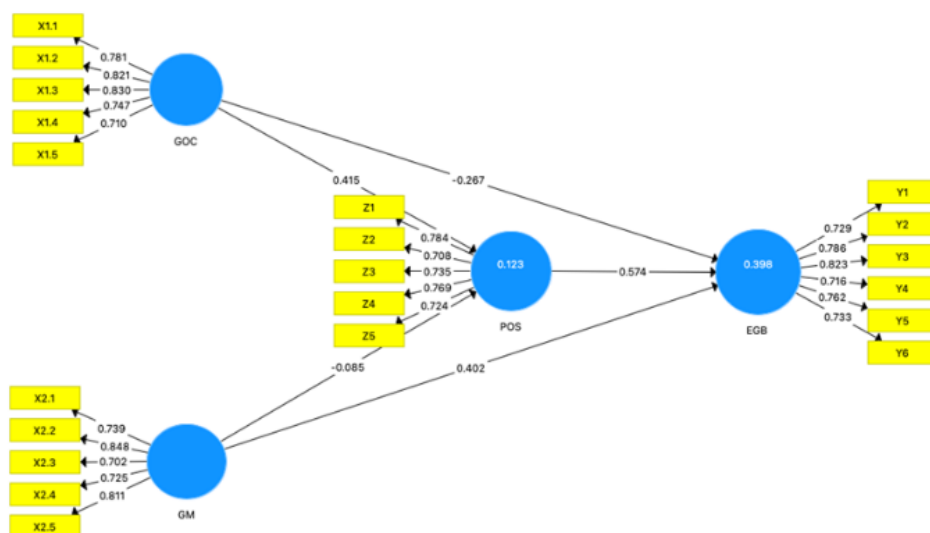


Figure 2. Structural Model Testing.

Convergent validity testing was carried out to assess the extent to which the indicators within each construct were capable of adequately representing the underlying latent variables. An indicator was considered valid if its outer loading value exceeded the threshold of 0.30, indicating a sufficient level of correlation with the construct it was intended to measure. The results of the convergent validity test are presented in Table 2.

Table 2. Outer Loadings

Employee Green Behaviour (Y)		Green Motivation (X2)	Green Organizational Climate (X1)	Perceived Organizational Support (Z)	Information
X1.1			0,781		Valid
X1.2			0,821		Valid
X1.3			0,830		Valid
X1.4			0,747		Valid
X1.5			0,710		Valid
X2.1		0,739			Valid
X2.2		0,848			Valid
X2.3		0,702			Valid
X2.4		0,725			Valid
X2.5		0,811			Valid
Y1	0,729				Valid
Y2	0,786				Valid
Y3	0,823				Valid
Y4	0,716				Valid
Y5	0,762				Valid
Y6	0,733				Valid
Z1				0,784	Valid
Z2				0,708	Valid
Z3				0,735	Valid
Z4				0,769	Valid
Z5				0,724	Valid

Based on Table 2, all indicators of the four research constructs—Green Organizational Climate (X1), Green Motivation (X2), Employee Green Behavior (Y), and Perceived Organizational Support (Z)—demonstrate outer loading values exceeding 0.70. This indicates that each indicator possesses sufficient explanatory power for its respective latent construct. The highest loading value is observed in indicator X2.2 (0.848), suggesting that this indicator strongly represents the Green Motivation construct. Conversely, the lowest loading values are found in indicators X2.3 (0.702), Z2 (0.708), and Y4 (0.716). Nevertheless, these values remain above the minimum acceptable threshold, and therefore, all three indicators are retained within the model.

In conclusion, the results confirm that all constructs meet the criteria for convergent validity. Accordingly, the indicators employed in this study are considered valid in reflecting their respective latent variables. As such, the constructs are deemed appropriate for subsequent reliability and discriminant validity testing.

Discriminant Validity

Discriminant validity refers to the degree to which a construct within a research model is empirically distinct from other constructs. Establishing discriminant validity is crucial to ensure that each construct represents a unique conceptual dimension and to minimize the potential for overlap between variables.

Two commonly applied approaches were employed to evaluate discriminant validity in this study:

1. Cross-Loadings

This approach assesses discriminant validity by comparing the correlation of each indicator with its designated construct against the correlation of that same indicator with other constructs. An indicator is considered to satisfy the criteria for discriminant validity if its loading on the intended construct is greater than its correlations with alternative constructs.

2. Fornell–Larcker Criterion

This method evaluates discriminant validity by comparing the square root of the Average Variance Extracted ($\sqrt{\text{AVE}}$) for each construct with its correlations with other constructs. Discriminant validity is established when the $\sqrt{\text{AVE}}$ of a construct exceeds its highest correlation with any other construct.

The application of both methods provides a rigorous basis for ensuring that the constructs in this study are conceptually distinct and can be empirically differentiated from one another.

The results of the Discriminant Validity are presented in Table 3.

Table 3. Discriminant Validity

	Employee Green Behaviour (Y)	Green Motivation (X2)	Green Organizational Climate (X1)	Perceived Organizational Support (Z)	Average Variance Extracted (AVE)
Employee Green Behaviour (Y)	0,759				0,576
Green Motivation (X2)	0,330	0,767			0,588
Green Organizational Climate (X1)	0,253	0,799	0,779		0,607

Perceived Organizational Support (Z)	0,581	0,247	0,347	0,745	0,554
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Based on Table 3, the results of the discriminant validity assessment using the Fornell-Larcker criterion indicate that all constructs demonstrate Average Variance Extracted (AVE) values greater than 0.50, thereby satisfying the requirement for convergent validity. Furthermore, the square root of the AVE values for *Employee Green Behavior* (0.759) and *Perceived Organizational Support* (0.745) are higher than their correlations with other constructs, confirming adequate discriminant validity.

In contrast, the *Green Motivation* (0.767) and *Green Organizational Climate* (0.779) constructs exhibit an inter-construct correlation of 0.799, which slightly exceeds the corresponding $\sqrt{\text{AVE}}$ values. This suggests a degree of conceptual proximity between the two constructs, although it does not undermine the overall validity of the measurement model. Taken together, the findings indicate that the model retains an acceptable level of discriminant validity.

The subsequent results of the cross-loading analysis are presented in Table 4.

Table 4. Cross Loadings

	Employee Green Behaviour (Y)	Green Motivation (X2)	Green Organizational Climate (X1)	Perceived Organizational Support (Z)
X1.1	0,217	0,605	0,781	0,293
X1.2	0,231	0,653	0,821	0,280
X1.3	0,131	0,607	0,830	0,254
X1.4	0,264	0,678	0,747	0,252
X1.5	0,110	0,552	0,710	0,268
X2.1	0,292	0,739	0,578	0,121
X2.2	0,361	0,848	0,597	0,203
X2.3	0,097	0,702	0,525	0,144
X2.4	0,093	0,725	0,650	0,189
X2.5	0,271	0,811	0,728	0,265
Y1	0,729	0,124	0,106	0,397
Y2	0,786	0,231	0,183	0,510
Y3	0,823	0,311	0,224	0,500
Y4	0,716	0,281	0,311	0,370
Y5	0,762	0,316	0,250	0,407
Y6	0,733	0,224	0,094	0,434
Z1	0,424	0,223	0,326	0,784
Z2	0,527	0,250	0,242	0,708
Z3	0,410	0,068	0,222	0,735
Z4	0,436	0,208	0,269	0,769
Z5	0,332	0,146	0,222	0,724

Based on Table 4, the cross-loading test results demonstrate that each indicator exhibits the highest loading value on its designated construct compared to other

constructs. This indicates that discriminant validity is satisfactorily established. The indicators within the *Employee Green Behavior* (Y) and *Perceived Organizational Support* (Z) constructs consistently display stronger associations with their respective constructs. Meanwhile, for the *Green Organizational Climate* (X1) and *Green Motivation* (X2) constructs, several indicators show relatively high correlations with each other; however, they remain more strongly associated with their original constructs. Therefore, the overall findings confirm that the research model possesses adequate discriminant validity.

Reliability Test

A construct is considered to demonstrate composite reliability when its Composite Reliability (CR) value exceeds 0.70. Reliability testing is a critical component of measurement model evaluation, as it ensures the internal consistency of the constructs under study. Table 5 presents the values of Cronbach's Alpha (CA), rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE) for each construct.

Table 5. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Green Behaviour (Y)	0,853	0,862	0,891	0,576
Green Motivation (X2)	0,830	0,874	0,877	0,588
Green Organizational Climate (X1)	0,838	0,843	0,885	0,607
Perceived Organizational Support (Z)	0,800	0,803	0,861	0,554

Based on Table 5, all constructs in this study were found to be both reliable and valid. This is evidenced by the values of Cronbach's Alpha, rho_A, and Composite Reliability, all of which exceeded the threshold of 0.70, as well as Average Variance Extracted (AVE) values greater than 0.50. Accordingly, the constructs of *Employee Green Behavior* (Y), *Green Motivation* (X2), *Green Organizational Climate* (X1), and *Perceived Organizational Support* (Z) demonstrate strong internal consistency and adequate convergent validity. These results confirm the appropriateness of the constructs for advancing to the structural model analysis stage (inner model).

Structural Model Analysis (Inner Model)

The structural model, also referred to as the inner model, is evaluated to test the causal relationships among the latent constructs employed in this study, namely *Green Organizational Climate* (GOC), *Green Motivation* (GM), *Perceived Organizational Support* (POS), and *Employee Green Behavior* (EGB).

A key component of the inner model evaluation is the determination coefficient (R^2), which indicates the proportion of variance in the endogenous variable that can be explained by the exogenous variables included in the model. Following the guidelines proposed by Chin, an R^2 value of 0.67 is interpreted as substantial predictive accuracy, 0.33 as moderate, and 0.19 as weak. The R^2 values generated from the SmartPLS analysis for this study are presented in Table 6.

Table 6. R square

	R Square	R Square Adjusted
Employee Green Behaviour (Y)	0,398	0,380
Perceived Organizational Support (Z)	0,123	0,106

Based on Table 6, the R^2 value for *Employee Green Behavior* (Y) is 0.398, indicating that 39.8% of the variance in employee green behavior is explained by the exogenous variables in the model. This value falls within the moderate category of predictive accuracy. In contrast, the R^2 value for *Perceived Organizational Support* (Z) is 0.123, meaning that only 12.3% of its variance is accounted for by the exogenous constructs, which is classified as weak. These results suggest that while the research model demonstrates sufficient explanatory power with respect to employee green behavior, its ability to account for variations in perceived organizational support remains limited.

Tabel 7. Path Coeffisien

Hypotheses		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	Green Organizational Climate (X1) -> Perceived Organizational Support (Z)	0,415	0,396	0,177	2,350	0,019
H2	Green Motivation (X2) -> Perceived Organizational Support (Z)	-0,085	-0,046	0,176	0,481	0,631
H3	Green Organizational Climate (X1) -> Employee Green Behaviour (Y)	-0,267	-0,266	0,185	1,444	0,149
H4	Green Motivation (X2) ->	0,402	0,408	0,182	2,205	0,028

	Employee Green Behaviou r (Y)					
H5	Perceived Organizat ional Support (Z) -> Employee Green Behaviou r (Y)	0,574	0,583	0,092	6,246	0,000
H6	Green Organizat ional Climate (X1) -> Perceived Organizat ional Support (Z) -> Employee Green Behaviou r (Y)	0,238	0,233	0,113	2,113	0,035
H7	Green Motivatio n (X2) -> Perceived Organizat ional Support (Z) -> Employee Green Behaviou r (Y)	-0,049	-0,029	0,101	0,481	0,631

Path coefficient testing was conducted to examine both the direct and indirect relationships among the constructs in the research model. Statistical significance was determined using a threshold of t -statistic ≥ 1.98 and p -value ≤ 0.05 . The results are as follows:

1. **H1: Green Organizational Climate (X1) $\rightarrow$ Perceived Organizational Support (Z)**

The path coefficient is 0.415, with a t -statistic of 2.350 and a p -value of 0.019 (<0.05). This finding indicates that *Green Organizational Climate* exerts a positive and significant effect on *Perceived Organizational Support*, thereby supporting H1.

2. **H2: Green Motivation (X2) → Perceived Organizational Support (Z)**

The coefficient is -0.085, with a *t*-statistic of 0.481 and a *p*-value of 0.631 (>0.05). This result suggests that *Green Motivation* does not significantly affect *Perceived Organizational Support*, leading to the rejection of H2.

3. **H3: Green Organizational Climate (X1) → Employee Green Behavior (Y)**

The path coefficient is -0.267, with a *t*-statistic of 1.444 and a *p*-value of 0.149 (>0.05). These findings demonstrate that *Green Organizational Climate* does not have a significant direct effect on *Employee Green Behavior*, resulting in the rejection of H3.

4. **H4: Green Motivation (X2) → Employee Green Behavior (Y)**

The coefficient is 0.402, with a *t*-statistic of 2.205 and a *p*-value of 0.028 (<0.05). This indicates that *Green Motivation* has a positive and significant influence on *Employee Green Behavior*, thereby supporting H4.

5. **H5: Perceived Organizational Support (Z) → Employee Green Behavior (Y)**

The path coefficient is 0.574, with a *t*-statistic of 6.246 and a *p*-value of 0.000 (<0.01). These results confirm that *Perceived Organizational Support* has a positive and highly significant effect on *Employee Green Behavior*, thus supporting H5.

6. **H6: Green Organizational Climate (X1) → Perceived Organizational Support (Z) → Employee Green Behavior (Y)**

The mediation coefficient is 0.238, with a *t*-statistic of 2.113 and a *p*-value of 0.035 (<0.05). This finding demonstrates that *Perceived Organizational Support* significantly mediates the relationship between *Green Organizational Climate* and *Employee Green Behavior*, thereby supporting H6.

7. **H7: Green Motivation (X2) → Perceived Organizational Support (Z) → Employee Green Behavior (Y)**

The mediation coefficient is -0.049, with a *t*-statistic of 0.481 and a *p*-value of 0.631 (>0.05). This result indicates that *Perceived Organizational Support* does not mediate the relationship between *Green Motivation* and *Employee Green Behavior*, leading to the rejection of H7.

Discussion

The Effect of Green Organizational Climate on Perceived Organizational Support (H1)

The results of the analysis reveal that Green Organizational Climate (GOC) exerts a positive and significant influence on Perceived Organizational Support (POS), with a path coefficient of 0.415, a *t*-statistic of 2.350, and a *p*-value of 0.019 (<0.05). This indicates that when organizations adopt sustainability-oriented policies and environmentally friendly practices, employees perceive a greater level of organizational support. Accordingly, GOC can be interpreted as a critical signal of the organization's commitment to sustainability principles, which in turn enhances employees' sense of being valued and supported in engaging in pro-environmental behavior.

These findings align with Organizational Support Theory, which posits that employees' perceptions of organizational care for their well-being are strengthened when the work environment is positive, supportive, and consistent with their values[45].

Consistent with prior research, the implementation of environmentally friendly policies reinforces employees' emotional attachment to the organization and enhances their perception of organizational support[44]. Key factors that foster GOC include the establishment of sustainability-focused policies, provision of supporting facilities, and implementation of resource-efficient work mechanisms. Consequently, GOC strengthens employees' belief that the organization will consistently provide the support they require.

The Effect of Green Motivation on Perceived Organizational Support (H2)

The hypothesis testing results indicate that Green Motivation (GM) does not exert a significant influence on Perceived Organizational Support (POS), as reflected in a path coefficient of -0.085, a *t*-statistic of 0.481, and a *p*-value of 0.631 (>0.05). This suggests that while employees may be highly motivated to engage in environmentally friendly behavior, such intrinsic motivation does not necessarily enhance their perception of organizational support. Instead, intrinsic motivation appears to be primarily shaped by personal values, principles, and environmental awareness, rather than external factors such as perceived support from the organization.

These results diverge from some previous studies, which have highlighted motivation as a reinforcing factor in shaping perceptions of organizational support[31], [32], [33]. The discrepancy may be attributable to contextual factors such as organizational conditions, respondents' demographic characteristics, or the extent to which environmental policies are embedded into organizational systems. Additionally, the absence of adequate support facilities and the limited effectiveness of reward systems for green initiatives may further weaken the link between GM and POS. Thus, even when employees possess strong internal motivation, ambiguous policies and insufficient organizational incentives may diminish the influence of GM on perceptions of organizational support.

The Effect of Green Organizational Climate on Employee Green Behavior (H3)

The findings show that Green Organizational Climate (GOC) does not exert a significant direct effect on Employee Green Behavior (EGB), with a path coefficient of -0.267, a *t*-statistic of 1.444, and a *p*-value of 0.149 (>0.05). This outcome suggests that the existence of a sustainability-oriented organizational climate is insufficient to directly stimulate employees to engage in pro-environmental behavior. In other words, although companies may cultivate a supportive environment for sustainability practices, employees are not automatically motivated to modify their behavior without tangible support mechanisms.

This finding underscores the importance of mediating variables, particularly Perceived Organizational Support (POS), in bridging the relationship between GOC and EGB. Therefore, the successful implementation of sustainability policies at the organizational level must be accompanied by concrete measures, such as adequate facilities, stringent policy enforcement, and incentive structures that reward employees for demonstrating pro-environmental behavior. Previous studies have likewise demonstrated that the impact of organizational climate on pro-environmental behavior

is amplified when employees perceive concrete organizational support[25], [26], [27]. In this study, reward and recognition indicators emerged as the weakest aspects, suggesting that the green climate concept has not been fully operationalized in employees' daily practices.

The Effect of Green Motivation on Employee Green Behavior (H4)

The results demonstrate that Green Motivation (GM) has a positive and significant effect on Employee Green Behavior (EGB), with a path coefficient of 0.402, a *t*-statistic of 2.205, and a *p*-value of 0.028 (<0.05). This finding confirms that higher levels of green motivation among employees are associated with a greater tendency to engage in environmentally friendly behaviors within their daily work activities. Hence, intrinsic motivation emerges as a central factor driving pro-environmental behavior, even in the absence of explicit organizational support.

These findings are consistent with Motivation Theory, particularly Self-Determination Theory, which emphasizes that intrinsic motivation compels individuals to act in alignment with their personal values, awareness, and commitments[10]. Prior studies have similarly established that employees with strong green motivation engage in concrete pro-environmental actions, such as conserving energy, reducing single-use plastics, and participating in corporate sustainability programs[29], [34], [35], [36], [37]. The primary drivers of such behaviors are moral awareness and a sense of individual responsibility for environmental sustainability. Thus, employees with high levels of green motivation act not only reactively but also proactively, taking deliberate steps to support sustainability efforts, even in contexts where organizational support is limited.

The Effect of Perceived Organizational Support on Employee Green Behavior (H5)

The analysis reveals that Perceived Organizational Support (POS) exerts a positive and significant effect on Employee Green Behavior (EGB), with a path coefficient of 0.574, a *t*-statistic of 6.246, and a *p*-value of 0.000 (<0.01). This result indicates that stronger perceptions of organizational support correspond to higher levels of employee engagement in environmentally friendly behavior. When employees feel that their contributions are valued and their well-being prioritized, they are more inclined to reciprocate through active participation in green initiatives.

These findings are aligned with Social Exchange Theory, which highlights reciprocity as a fundamental principle of employee–organization relationships. In this context, tangible organizational support fosters employees' willingness to exhibit positive behaviors, including pro-environmental practices[38]. Previous research has also confirmed that POS is one of the most robust determinants of employee behavior, as it cultivates a sense of belonging, loyalty, and emotional commitment to the organization[17], [41], [42]. In this study, the most dominant POS indicator was the provision of rewards and recognition for employees' contributions, which proved to be particularly effective in increasing their involvement in sustainability programs.

The Effect of Green Organizational Climate on Employee Green Behavior through Perceived Organizational Support (H6)

Finally, this study identifies Perceived Organizational Support (POS) as a significant mediator in the relationship between Green Organizational Climate (GOC) and Employee Green Behavior (EGB), with a mediation coefficient of 0.238, a *t*-statistic of 2.113, and a *p*-value of 0.035 (<0.05). This result suggests that the influence of a sustainability-oriented organizational climate on employee behavior becomes more effective when accompanied by perceptions of tangible support from the organization. In other words, organizational-level sustainability policies must be translated into concrete actions that employees can directly experience.

Consistent with prior research, the study affirms that a green organizational climate alone is insufficient to elicit pro-environmental behavior without the mediating role of POS. POS operates as a critical mechanism that links organizational policies and practices to employees' actual behavior. Therefore, corporate sustainability strategies should extend beyond policy development to include supportive facilities, robust reward systems, and transparent communication mechanisms, ensuring that environmentally friendly values are internalized in employees' daily activities. In this regard, POS emerges as a pivotal component that ensures the effective translation of GOC into tangible pro-environmental behavior among employees.

The Effect of Green Motivation on Employee Green Behavior through Perceived Organizational Support (H7)

The findings reveal that Perceived Organizational Support (POS) does not mediate the relationship between Green Motivation (GM) and Employee Green Behavior (EGB). This is evidenced by a mediation coefficient of -0.049, a *t*-statistic of 0.481, and a *p*-value of 0.631 (>0.05). These results indicate that employees' green motivation does not significantly shape their perception that the organization supports their pro-environmental actions. Instead, GM exerts a direct influence on EGB without passing through the POS mediation pathway.

This finding underscores that employees' intrinsic motivation—rooted in values, principles, and personal awareness of sustainability—remains the primary driver of green behavior. Even in the absence of explicit organizational support, employees with strong green motivation continue to engage in environmentally friendly actions. These results diverge from several prior studies that suggested intrinsic motivation could foster pro-environmental behavior indirectly by enhancing perceptions of organizational support.

Such differences may be attributed to contextual factors, including the demographic characteristics of respondents and the organizational environments in which they work. For instance, respondents may be employed in organizations where sustainability policies are not yet fully operationalized through supportive facilities, reward systems, or recognition mechanisms. Consequently, employees' personal motivation may not translate into a stronger perception of organizational support. In other words, while employees with high levels of green motivation maintain their commitment to pro-

environmental behavior, the absence of tangible organizational backing inhibits the development of a mediating effect through POS.

General Discussion

Taken together, the findings of this study provide a more comprehensive understanding of the interplay between Green Organizational Climate (GOC), Green Motivation (GM), Perceived Organizational Support (POS), and Employee Green Behavior (EGB).

First, the results confirm that POS serves as a key mediator in the relationship between GOC and EGB. Although GOC does not directly influence EGB, it fosters pro-environmental behavior indirectly by enhancing employees' perceptions of organizational support. This highlights that the translation of a green organizational climate into employee action requires concrete organizational measures, such as supportive facilities, clear policy implementation, and equitable reward systems.

Second, GM functions as a direct driver of EGB, independent of POS. Intrinsic motivation, stemming from personal sustainability awareness and values, has been shown to encourage employees to act in environmentally responsible ways even when organizational support is limited.

Third, POS emerges as the strongest determinant of EGB, consistent with the principles of Social Exchange Theory. Tangible organizational support – such as rewards, recognition, and visible concern for employee well-being – encourages employees to reciprocate through active participation in sustainability initiatives. In this study, rewards and recognition were identified as the most influential indicators of POS in shaping green behavior.

From a theoretical standpoint, the findings reinforce the relevance of both Organizational Support Theory and Motivation Theory in explaining pro-environmental employee behavior. While GOC and POS represent organizational-level drivers, GM represents an individual-level factor, and both contribute to the formation of EGB through distinct mechanisms.

From a practical perspective, these results highlight the importance of integrating organizational and individual strategies. To ensure the effectiveness of green policies, organizations must provide tangible support – such as environmental facilities, structured training programs, awareness campaigns, and consistent incentive systems. Simultaneously, organizations should foster employees' green motivation, embedding sustainability values more deeply into their daily routines and professional identities.

CONCLUSION

This study confirms that Perceived Organizational Support (POS) is a critical determinant of Employee Green Behavior (EGB), as tangible organizational support significantly strengthens employees' engagement in pro-environmental practices. Although Green Organizational Climate (GOC) positively affects POS, it does not directly foster EGB, thereby emphasizing the mediating role of POS. Conversely, Green

Motivation (GM) exerts a significant direct influence on EGB but does not enhance employees' perceptions of organizational support.

These findings suggest that organizations should combine the development of a green climate with consistent structural support strategies, enabling employees to feel both valued and motivated to sustain pro-environmental behavior. Theoretically, the study advances the integration of Organizational Support Theory and Social Exchange Theory within the context of green behavior. Practically, it encourages organizations to strengthen sustainability-related policies, facilities, and reward systems. Future research is recommended to explore contextual factors—such as leadership style, workplace culture, and social norms—that may moderate the relationships among GOC, GM, POS, and EGB.

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