

Green Transformational Leadership in Enhancing Employees' Eco-Friendly Behavior Through Work Satisfaction at PT. Farm Surabaya

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Article history: Received August 07, 2025; revised August 23, 2025; accepted September 04, 2025

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ABSTRACT

This study aims to examine the influence of green transformational leadership on employee green behavior, with job satisfaction as an intervening variable, among employees in the hotel department of PT. Farm in Surabaya. The sample for this research consists of 70 employees from PT. Farm in Surabaya. Data collection was conducted using questionnaires, and data analysis was performed using path analysis with the assistance of SmartPLS software. The results of this study indicate that green transformational leadership has a significant effect on employee green behavior, green transformational leadership has a significant effect on job satisfaction, and job satisfaction has an insignificant effect on employee green behavior. The variable proven to have a more dominant influence should be at least maintained, and, if possible, enhanced.

Keywords: Green Transformational Leadership, Green Employee Behavior, Job Satisfaction

INTRODUCTION

Background

The environment requires serious attention from humanity to maintain and preserve it, so it must recognize that nature provides many natural resources such as fresh air, water, and food. Human actions, such as climate change, global warming, environmental pollution, waste disposal, have damaged the environment. If this problem is not immediately addressed, then human survival will face serious consequences regarding the environment. Therefore, it is important for all humanity to be responsible for environmental sustainability for the future. This makes employees' eco-friendly behavior an important effort to protect and maintain the environment because of employee awareness of concern for environmental sustainability. Trimono et al., (2019) explain that basically humans have a sense of belonging and love for the universe.

Employees' eco-friendly behavior refers to the actions and attitudes of employees in the work environment that support sustainable practices (Mauledy et al., 2023). This includes the efficient use of resources, participation in sustainable initiatives, and increased environmental awareness. Employees' eco-friendly behavior can be seen in each individual employee's daily activities within the company environment, for example, by disposing of trash properly, consuming healthy food, not wasting electricity and water, and so on. The focus of Employees' eco-friendly behavior is the moral principles of humans in imbuing behavior towards a love of the environment, which is expected to become a lifestyle shared by all employees (Trimono et al., 2019).

Green transformational leadership is a type of leadership that focuses on sustainable practices and environmental awareness (Mauledy et al., 2023). Leaders who implement green leadership typically promote environmentally friendly practices, such as energy conservation, waste reduction, and the use of sustainable raw materials. Leaders can also set good examples by practicing green behavior in their own work. If the scope is governing a country, the concept of green transformational leadership is inevitable, where a country's leader, in the political input and output processes, must support concern for natural resources and the environment. This concept emerged as an alternative leadership character targeting the younger generation or millennials. The concept of sustainable employee and company performance requires leadership that is able to implement environmental specifics and relate to employees according to employee perceptions that influence environmentally friendly behavior.

In a 2021 press release from the Ministry of Industry of the Republic of Indonesia at the launch of the 2021 Green Industry Awards in Jakarta, Agus Gumiwang Kartasasmita, Minister of Industry of the Republic of Indonesia, stated that the government, through the Ministry of Industry, is committed to implementing green industry principles with the aim of creating environmentally friendly and internationally competitive industries. The Ministry of Industry of the Republic of Indonesia stated that green industry is an industry whose production processes prioritize sustainable resource use, and aligns with the Making Indonesia 4.0 Program. This principle is able to align industrial development with environmental conservation.

This research is based on the Resource-Based View (RBV) theory, which emphasizes the importance of human

resources as a unique and sustainable asset in creating competitive advantage for organizations. According to this theory, competitive advantage is not only determined by physical or financial assets, but also by the company's internal capabilities that are difficult for competitors to imitate, one of which is human resources. In the context of environmental performance, the RBV highlights that the contribution of employees who are actively involved in environmental conservation efforts can be a determining factor in a company's success in achieving an environmentally based competitive advantage.

The variables described based on the RBV theory are modified versions of previous research conducted by several researchers, highlighting the relationship between ability, motivation, and opportunity in creating effective and environmentally oriented work behaviors. One modification made in this study is an emphasis on employee pro-environmental behavior linked to green entrepreneurship commitment, where environmental aspects are the primary focus in developing business innovation.

Therefore, green employee behavior practices will improve ecological performance, which ultimately makes the organization more attentive, and employees who have a sense of job satisfaction will significantly improve environmentally friendly employee behavior (Fahira, 2019). Job satisfaction is a key factor in employee productivity and well-being (Indrasari, 2017).

This is evident at PT. Farm in Surabaya, where job satisfaction is derived from the role of leaders who enable employees to feel satisfied with their work. Satisfied employees tend to be more enthusiastic and perform better within the company. The role of leaders at PT. Farm in Surabaya includes appropriate job placement, and consequently, when leaders implement actions such as environmentally friendly behavior (EGB), employees will participate in those actions. This is in accordance with the appeal implemented by PT. Farm in Surabaya by providing graphic guidelines as information on saving energy and turning off taps when not in use.

One of the companies that implements the principles of green industry is PT. Farm in Surabaya. As stated in the company's vision and mission to be consistent, and trusted, safe, good quality, hygienic products. As well as being responsible to the community and the surrounding environment. PT. Farm in Surabaya develops Developing businesses in the field of protein from livestock including poultry and marine animals, Including main businesses in the fields of feed, livestock breeding & maintenance, vaccines and others. Quoted from the Annual Report of PT. Farm in Surabaya, PT. Farm in Surabaya and several subsidiaries already have programs for CSR that are responsible for social and environmental, and have received many recent awards in 2023. Top Business awarded the Top CSR Awards #Star 4 in 2023 to PT. Farm in Surabaya. The Cirebon City Regional Government also awarded "Efforts to Accelerate Stunting Reduction; Fulfillment of Rights and Protection of Children in Cirebon City" in 2023.

Based on research variables such as "The impact of green transformational leadership, green HRM, green innovation and organizational support on the sustainable business performance: evidence from China" (Wei Zhao & Lihua Huang, 2022-Q1) & "The Impact of Green HRM on Employees' Eco-Friendly Behavior: The Mediator Role of Organizational Identification" (Neuza Ribeiro 1,*, Daniel Roque Gomes 2,3, Eduardo Ortega 4, Gabriela Pedro Gomes 4 and Ana Suzete Semedo 5, 2022-Q1) that have been described. become the basis for researchers to be interested in researching by choosing the title: Green transformational leadership to improve Employees' Eco-Friendly Behavior through Work satisfaction in PT. Farm employees in Surabaya. By using the Work satisfaction variable as an intervening variable, it becomes a novelty in this research.

Formulation of the problem

Based on the background description that has been described, the research problem can be formulated as follows:

1. Whether green transformational leadership influence work satisfaction among PT. Farm employees in Surabaya?
2. Does work satisfaction influence employee's eco-friendly behavior among PT. Farm employees in Surabaya?
3. Does green transformational leadership influence employee's eco-friendly behavior at PT. Farm in Surabaya?
4. Does work satisfaction mediate the influence of green transformational leadership and employees' eco-friendly behavior at PT. Farm in Surabaya?

LITERATURE REVIEW

This research is not a new research, but rather a continuation of previous research, the difference lies in the focus of the discussion, the object of study, the research objectives and the methods used. This research uses the Resource Based View theory to the green transformational approach, employees' eco-friendly behavior, and work satisfaction are strong approaches to creating sustainable competitive advantages through strategic human and environmental resource management. With the theory, it can provide a comprehensive framework to explain how companies can utilize unique resources (Resource-Based View) to achieve superior environmental performance. In other words, when the Resource-Based View is applied, companies can effectively manage their human resources to support environmental performance through resource-based strategies and targeted employee management and can create environmental performance.

Green transformational leadership is a behavior where the leadership style is applied to motivate its members to achieve environmental goals based on pro-environment and can inspire its members (Cahyadi et al., (2023). However, another opinion by Mauledy et al., (2023) defines it as a leader who is able to encourage innovative thinking among employees to stimulate out-of-the-box thinking and can empower employees to think about problems that exist in the organization in new ways. Green transformational leadership is a management behavior characterized by motivation, clear vision, encouragement, inspiration and support to achieve development in the organizational environment.

Previous studies have found that the majority of employee motivation is influenced by their leadership. Green transformational leadership is leadership that influences subordinates to care about sustainability (Khan et al., 2023). Continuing previous research, Sun et al. (2022) reinforce the argument that green transformational leadership influences human resource practices, which in turn impact innovation in sustainability. Research on the influence of green innovation derived from green transformational leadership has also confirmed a positive impact on sustainable competitive advantage (Maziri and Maramura, 2022).

H1: Green Transformational Leadership has a significant influence on the work satisfaction of PT. Farm employees in Surabaya.

Employee Green Behavior (EGB) is an employee action in measurable behavior carried out by employees related to environmental responsibility and contributing to environmental sustainability. In addition, according to Keraf (2014) states that basically humans have a sense of belonging and love for the nature in which they live so that humans should be able to learn to deal with their environment. Green behavior must be realized into actions based on values, norms and compassion for the universe. Meanwhile, according to Li et al., (2023) Employee Green Behavior (EGB) is defined as a series of policies or practices in an action that encourages environmentally friendly behavior (EGB), in employees to create an organization that is sensitive to environmental sustainability, resource efficient, and socially responsible.

H2: Green Transformational Leadership has a significant influence on Employee's Eco-Friendly Behavior of PT. Farm employees in Surabaya.

Work Satisfaction According to (Sugiyono et al., 2022), employees who enjoy their work will prioritize their work over the rewards they receive from it. Job satisfaction is defined as work that can be enjoyed in a job by getting results from achievements, work goals, treatment, placement, and a good work environment. Job satisfaction is a general attitude shown by employees in their work, employees will show a positive attitude in working when they reach a point of satisfaction in work (Indrasari, (2017).

H3: Work satisfaction has a significant influence on employee's eco-friendly behavior of PT. Farm employees in Surabaya.

Based on research variables such as "The impact of green transformational leadership, green HRM, green innovation and organizational support on the sustainable business performance: evidence from China" (Wei Zhao & Lihua Huang, 2022-Q1) & "The Impact of Green HRM on Employees' Eco-Friendly Behavior: The Mediator Role of Organizational Identification" (Neuza Ribeiro 1,*, Daniel Roque Gomes 2,3, Eduardo Ortega 4, Gabriela Pedro Gomes 4 and Ana Suzete Semedo 5, 2022-Q1) that have been described. become the basis for researchers to be interested in researching by choosing the title: Green transformational leadership to improve Employees' Eco-Friendly Behavior through Work satisfaction in PT. Farm employees in Surabaya. By using the Work satisfaction variable as an intervening variable, it becomes a novelty in this research.

H4: Work Satisfaction mediates the influence of Green Transformational Leadership on Employee's Eco-Friendly Behavior of PT. Farm employees in Surabaya.

Conceptual Framework

The framework of the thinking process in this research is to describe or illustrate the thought process of theoretical studies in providing deductive thinking demands that analyze problems from general things towards specific things.

A hypothesis is a temporary answer to a research problem formulated by a researcher, derived from theoretical foundations or theoretical studies, and its validity must be verified through scientific research. The tool used to test the hypothesis in this study is statistical testing. By using statistical testing, the hypothesis can be verified as a result of the research process.

The conceptual framework used in this study is based on several theories from previous research that have been explained. In this study, there is one variable.

The independent variable is Green Transformational Leadership, one intervening variable is Work Satisfaction, and one dependent variable is Employee's Eco-Friendly Behavior. The relationship between variables in this framework is supported by several previous studies, namely research conducted by (Sulistyawati et al., (2022) explaining that transformational leadership has a positive effect on employee job satisfaction. Another study conducted by Yanti et al., (2019) which showed that leadership does not have a significant effect on green behavior. Based on the formulation of the problem, review of the theoretical basis, and previous research that has been described, the conceptual framework can be described as follows.

Figure 1.1

Conceptual Framework



RESEARCH METHODS

The type of data used in this study utilizes quantitative research methods. With the goal of obtaining data, data collection is the most vital step in any research. The data sources used in this study are primary data, obtained directly. Furthermore, this study used a sample drawn from the existing population, consisting of 60 employees.

This study employed random sampling, which took all responses distributed through a pre-designed questionnaire. Furthermore, a Likert scale was used to measure the data. The Likert scale is used to measure the attitudes, traits, opinions, or perceptions of an individual or group of people regarding social phenomena. This scale measures the respondents' responses by asking them to indicate a score of 1, 2, 3, 4, and 5, representing the alternative answer choices.

The data analysis technique used is data analysis, which is the next step after researchers obtain data to determine the validity of the data obtained. This study used path analysis with the assistance of data processing using the SmartPLS 4.1 method.

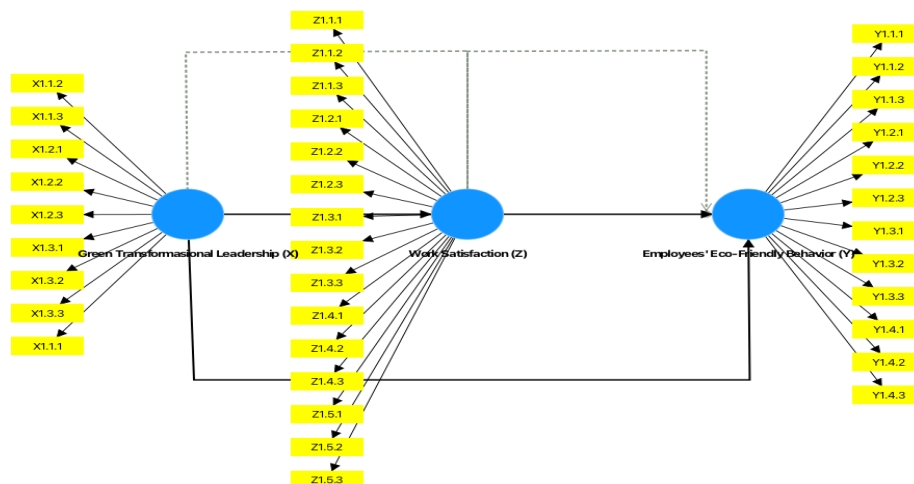
RESULTS AND DISCUSSION

a. Partial Least Square (PLS) Model Scheme

In this study, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the smartPLS version 4 program. The following is a schematic of the proposed PLS program model:

Figure 1.2

Partial Least Square (PLS) Model Scheme



b. Outer Model or Measurement Model Evaluation

In statistical analysis of data using the Smart PLS method, there are two analyses, namely the outer model and the inner model.

1. Outer model analysis

Outer model analysis is performed to ensure that the measurements used are valid and reliable. This analysis involves several calculations:

- Convergent validity is the factor loading value of a latent variable with its indicators. The expected value is > 0.7 . According to (Chin), an indicator is considered good if the factor loading value ranges from > 0.50 to 0.60 .
- Discriminant validity is the cross-factor loading value that is useful for determining whether a construct has adequate discriminant power. This is done by comparing the value of the target construct to ensure it is greater than the value of the other constructs.
- Composite reliability is a measurement that if the reliability value is > 0.5 then the construct value has a high

reliability value.

- d. Average Variance Extracted (AVE) is the average variance that is at least 0.5.
- e. Cronbach alpha is a calculation to prove the results of composite reliability where the minimum value is > 0.60 .

1. Convergent Validity

To test convergent validity, the outer loading or loading factor value is used. An indicator is considered to meet convergent validity in the good category if the outer loadings are > 0.50 . The following are the outer loading values for each indicator in the research variables:

Table 1.1
Outer Loading

Variables	Indicator	Outer Loading	Note
Green Transformational Leadership (X)	X1.1.1	0.686	Valid Valid
	X1.1.2	0.804	Valid Valid
	X1.1.3	0.784	Valid Valid
	X1.2.1	0.718	Valid Valid
	X1.2.2	0.730	Valid
	X1.2.3	0.765	
	X1.3.1	0.579	
	X1.3.2	0.650	
	X1.3.3	0.678	
Employee's Eco-Friendly Behavior (Y)	Y1.1.1	0.892	Valid Valid
	Y1.1.2	0.866	Valid Valid
	Y1.1.3	0.834	Valid Valid
	Y1.2.1	0.846	Valid Valid
	Y1.2.2	0.814	Valid Valid
	Y1.2.3	0.760	Valid
	Y1.3.1	0.863	
	Y1.3.2	0.799	
	Y1.3.3	0.809	
	Y1.4.1	0.876	
	Y1.4.2	0.780	
	Y1.4.3	0.936	
Work Satisfaction (Z)	Z1.1.1	0.795	Valid Valid
	Z1.1.2	0.536	Valid Valid
	Z1.1.3	0.758	Valid Valid
	Z1.2.1	0.654	Valid Valid
	Z1.2.2	0.710	Valid Valid
	Z1.2.3	0.818	Valid Valid
	Z1.3.1	0.823	Valid
	Z1.3.2	0.780	
	Z1.3.3	0.734	
	Z1.4.1	0.767	
	Z1.4.2	0.757	
	Z1.4.3	0.795	
	Z1.5.1	0.727	
	Z1.5.2	0.729	
	Z1.5.3	0.883	

The results of the SmartPLS processing can be seen in the table above. The outer model value, or correlation between constructs and variables, has several indicators with values < 0.7 , but these values are close to the loading factor values, so they are still considered valid.

2. Discriminant Validity

Discriminant Validity can be determined using the Average Variance Extracted (AVE) method for each indicator to have a criterion > 0.5 to be considered valid.

Table 1.2 Discriminant Validity

	Average Variance Extracted (AVE)	Information
Green Transformational Leadership (X)	0.509	Valid
Employee's Eco-Friendly Behavior (Y)	0.707	Valid
Work Satisfaction (Z)	0.570	Valid

Based on the data in table 1.2 above, it can be seen that the AVE value of the Green Transformational Leadership variable is > 0.5 with a value of 0.509, for the Employee's Eco-Friendly Behavior variable the value is > 0.5 with a value of 0.707, and for the Work Satisfaction variable is > 0.5 with a value of 0.570. This indicates that each variable has good discriminant validity.

3. Composite Reliability Test

Composite Reliability is the section used to test the reliability of variable indicators. A variable can be said to meet composite reliability if The composite reliability value of each variable is > 0.70 . The following is the Composite Reliability value of each variable:

Table 1.3 Composite Reliability

	Composite Reliability	Information
Green Transformational Leadership (X)	0.888	Reliable
Employee's Eco-Friendly Behavior (Y)	0.964	Reliable
Work Satisfaction (Z)	0.954	Reliable

Based on the data in table 1.3 above, it can be seen that the Composite Reliability value of the Green Transformational Leadership variable is > 0.7 with a value of 0.888, for the Employee's Eco-Friendly Behavior variable it has a value $>$ than 0.7, namely 0.964, and for the Work Satisfaction variable it has a value > 0.7 , namely 0.954. This shows that each variable has a Composite Reliability > 0.70 , indicating that the variable is reliable.

4. Cronbach's Alpha

The Composite Reliability test above can be strengthened by using the Cronbach's Alpha value. A variable can be considered reliable if it has a Cronbach's Alpha > 0.70 . The following are the Cronbach's Alpha values for each variable.

**Table 1.4
Cronbach's Alpha**

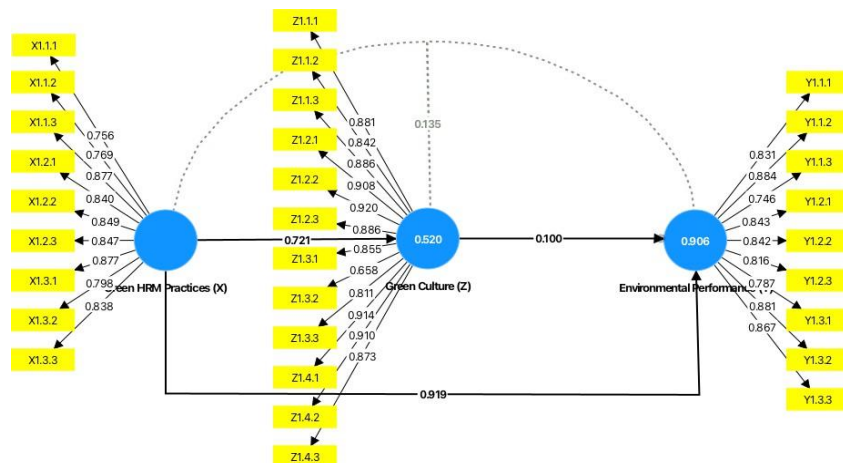
	Cronbach's Alpha	Information
Green Transformational Leadership (X)	0.878	Reliable
Employee's Eco-Friendly Behavior (Y)	0.962	Reliable
Work Satisfaction (Z)	0.946	Reliable

Based on the data in the table above, it can be seen that the Cronbach's Alpha value of the Green Transformational Leadership variable is > 0.7 with a value of 0.878, for the Employee's Eco-Friendly Behavior variable it has a value > 0.7 , namely 0.962, and for the Work Satisfaction variable it has a value > 0.7 , namely 0.946. This shows that each variable has a Cronbach's Alpha > 0.70 , indicating that the variable is reliable.

c. Inner Model Evaluation

Evaluation of this model was carried out using the Coefficient of Determination (R^2) and Hypothesis Testing (Direct Effect and Indirect Effect), the following is the proposed PLS program model scheme:

Figure 1.3 Inner Model Evaluation



1. Coefficient Determination (R2)

The coefficient of determination (R-square) is used to measure how much a dependent variable is influenced by other variables. Based on data processing using smartPLS 4, the R-square values are as follows:

Table 1.5 Coefficient of Determination (R2)

	R Square (R2)	R Square Adjusted
Employee's Eco-Friendly Behavior (Y)	0.753	0.742
Work Satisfaction (Z)	0.563	0.557

The R-Square table was used to examine the magnitude of the influence of the Green Transformational Leadership variable on Employee's Eco-Friendly Behavior, with a value of 0.753, which was stated as having a moderate value. Then, the R-square was used to examine the influence of the Green Transformational Leadership variable on Work Satisfaction, with a value of 0.563, which was stated as having a moderate value.

2. Effect Size (F-Square)

The F-Square (F2) value is used to determine the predictor variable (X) against the dependent variable (Y) and the connecting variable (Z). The F-Square value ranges from $0.02 \leq F2 < 0.15$ identifying that the variable has a weak influence, $0.15 \leq F2 < 0.35$ indicates that the variable has a moderate influence, and $F2 \geq 0.35$ indicates that the variable has a high influence. The F-Square test value in this study is as follows:

Table 1.6 F-Square Test

	F-Square
Green Transformational Leadership (X) → Work Satisfaction (Z)	1,288
Work Satisfaction (Z) → Employee's Eco-Friendly Behavior (Y)	0.186
Green Transformational Leadership (X) Employee's Eco-Friendly Behavior (Y)	0.496
Green Transformational Leadership (X) x Work Satisfaction (Z) → Employee's Eco-Friendly Behavior (Y)	0.009

Based on the results obtained, the F2 variable of Green Transformational Leadership on Work Satisfaction has a high influence, Work Satisfaction on Employee's Eco-Friendly Behavior has a moderate influence, Green Transformational Leadership on Employee's Eco-Friendly Behavior has a high influence, and Green Transformational Leadership on Employee's Eco-Friendly Behavior through Work Satisfaction as a mediator has a low influence.

3. Predictive Relevance (Q Square)

Predictive Relevance, or Q-Square, is used to measure how well a model produces observational values and its parameter estimates. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-square value less than 0 (zero) indicates that the model lacks predictive relevance. In the smartPLS program, predictive

relevance, or Q-Square, can be seen through the PLSPredict LV summary as follows:

Table 1.7 Q-Square Test

	Q-Square
Employee's Eco-Friendly Behavior (Y)	0.471
Work Satisfaction (Z)	0.500

Based on the results obtained, it can be explained that the Q2 variable Employee's Eco-Friendly Behavior and the Work Satisfaction variable have a moderate influence, so it is concluded that these variables have relevant values.

4. Hypothesis Testing

Based on the data processing, the results can be used to answer the hypothesis in this study by examining r Statistics and P Values. The hypothesis is accepted if the P Value is <0.05 . In this study, there are direct and indirect influences because there are independent variables, dependent variables, and intervening variables. In the smartPLS program, the results of the hypothesis test can be seen through the Path Coefficient Bootstrapping Technique as follows:

Table 1.8 Hypothesis Testing

	Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Information
H1	Green Transformational Leadership (X) \rightarrow Work Satisfaction (Z)	0.750	0.771	0.076	9,835	0,000	Significant
H2	Work Satisfaction (Z) \rightarrow Employee's Eco-Friendly Behavior (Y)	0.349	0.363	0.212	1,649	0.099	Not Significant
H3	Green Transformational Leadership (X) \rightarrow Employee's Eco-Friendly Behavior (Y)	0.833	0.806	0.064	13,008	0,000	Significant
H4	Green Transformational Leadership (X) x Work Satisfaction (Z) \rightarrow Employee's Eco-Friendly Behavior (Y)	0.036	0.034	0.139	0.257	0.797	Not Significant

The t-statistic value of the direct influence of Green Transformational Leadership on Work Satisfaction has a P-value <0.05 of 0.000. Therefore, it can be concluded that Green Transformational Leadership has a positive and significant effect on Work Satisfaction.

The results of this study confirm that environmentally conscious transformational leadership has a positive and significant impact on employee pro-environmental behavior. With a positive sign on the value, it can be concluded that there is a unidirectional relationship between better levels of Green Transformational Leadership and increased Employee Green Behavior. This means that the better the level of transformational leadership that focuses on environmental sustainability, the more likely employees are to demonstrate behaviors that support environmental conservation efforts.

From the test results above and in accordance with previous research results conducted by Cahyadi et al., (2023), Nurwahdah et al, 2022) and Gustiah et al, (2022) this study proves a positive relationship between Green Transformational Leadership practices and Employee Green Behavior.

The t-statistic value of the influence of Work Satisfaction on Employee's Eco-Friendly Behavior has a P-value > 0.05 of 0.099. Therefore, it can be concluded that Work Satisfaction on Employee's Eco-Friendly Behavior has a positive and insignificant effect.

The results of this research analysis indicate that Job Satisfaction has a positive and insignificant influence on Employee Green Behavior. A positive sign on the value indicates a unidirectional relationship between the level of job satisfaction of PT. Farm employees in Surabaya with an increase in Employee Green Behavior, however, the strength of green environmental employees in employees depends on how the employees agree with the way they see the situation in the Company. Therefore, job satisfaction is very necessary where if job satisfaction is very strong it can give rise to the nature of employees who have principles, attitudes, and care for the environment which results in the same understanding of the environment.

From the test results above and in accordance with previous research and discussions conducted by Trimono et al., (2019) Khitara et al., (2023) concluded that the job satisfaction variable has a positive effect on employee green behavior.

The t-statistic value of the influence of Green Transformational Leadership on Employee's Eco-Friendly Behavior has a P-value < 0.05 of 0.000. So it can be concluded that Green Transformational Leadership on Employee's Eco-Friendly Behavior has a positive and significant effect.

The results of this research analysis indicate that the Green Transformational Leadership variable contributes positively and significantly to the level of Job Satisfaction. A positive sign on the value implies a unidirectional relationship, meaning that the better the level of Green Transformational Leadership applied to PT. Farm employees in Surabaya, the higher the level of job satisfaction they feel. This indicates that the adoption of environmentally conscious transformational leadership principles can have a positive impact on employee job satisfaction. Leaders who lead with a focus on environmental sustainability can create a supportive, inspiring, and motivating work environment, thereby increasing the level of job satisfaction within the organization.

From the test results above and in accordance with previous researchers who are in accordance with the results of research conducted by Prasetyoal et al., (2021) and Supendy et al., (2012) define Green Transformational Leadership as having a significant effect on job satisfaction.

The t-statistic value of the influence of Green Transformational Leadership on Employee's Eco-Friendly Behavior through Work Satisfaction has a P-value

> 0.05 is 0.797. Therefore, it can be concluded that Green Transformational Leadership on Employee's Eco-Friendly Behavior through Work Satisfaction has a positive and insignificant effect.

The analysis of this study shows that Green Transformational Leadership has an insignificant effect on Employee Green Behavior through the mediation of Job Satisfaction. A positive sign on the value indicates a unidirectional relationship, which confirms that Green Transformational Leadership has an insignificant effect on Employee Green Behavior through increasing levels of Job Satisfaction. Therefore, these results do not support the hypothesis that Green Transformational Leadership has a significant effect on Employee Green Behavior through Job Satisfaction.

The results of this study explain that the better, Green Transformational Leadership will increase Job Satisfaction ultimately impacting Employee Green Behavior, however based on the calculation of the hypothesis test obtained explains that the mediation role has no effect on this study. Therefore, Green Transformational Leadership can increase Employee Green Behavior directly, but Green Transformational Leadership will also increase Job Satisfaction and does not have a direct effect on increasing Employee Green Behavior.

Based on the test results above, and in accordance with previous research by Nawangsari et al. (2019), green transformational leadership significantly influences job satisfaction. Meanwhile, according to Trimono et al. (2019), job satisfaction significantly influences employee green behavior.

CONCLUSION

From the research results and discussions that have been described, the following conclusions can be drawn: The improvement of Green Transformational Leadership in environmental preservation has resulted in increased Work Satisfaction of PT. Farm employees in Surabaya. Work Satisfaction has an insignificant effect on increasing Employee's Eco-Friendly Behavior of PT. Farm employees in Surabaya. The better Green Transformational Leadership in environmental conservation leads to an increase in Employee's Eco-Friendly Behavior of PT. Farm employees in Surabaya. Work Satisfaction is unable to mediate the influence of Green Transformational Leadership on Employee's Eco-Friendly Behavior of PT. Farm employees in Surabaya. From the research results and discussions that have been described, the following suggestions can be given: Green Transformational Leadership, which has been proven to have an impact on Work Satisfaction & Employee's Eco-Friendly Behavior, should be maintained as much as possible, and if possible, improved. The results of the hypothesis test which had no significant influence are recommended for further research by subsequent researchers. For further researchers, it is recommended to add other variables outside of this variable, in order to develop this research.

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