



Enhancing Sustainable Practices in Hospitality: The Role of Green Leadership, Organizational Culture, and Training in Shaping Employee Behavior through Commitment

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ABSTRACT

This study investigates the effects of Green Culture, Green Transformational Leadership, and Green Training on Employee Green Behavior (EGB), with Green Commitment as a mediating variable. Responding to the urgency of environmental sustainability, the hospitality sector plays a pivotal role in fostering eco-friendly behavior. Using a quantitative approach, data were collected from 75 employees of a four-star hotel in Jakarta through questionnaires and analyzed with Partial Least Squares-Structural Equation Modeling (PLS-SEM). The results show that Green Culture and Green Transformational Leadership significantly influence both Green Commitment and EGB, while Green Training affects only Green Commitment. Green Commitment does not significantly impact EGB or mediate any relationships. These findings contribute to the literature on pro-environmental behavior in hospitality and provide practical guidance for embedding sustainability into workplace practices.

INTRODUCTION

Environmental sustainability has become a global concern, prompting organizations to take concrete action in response to environmental degradation. In the hospitality sector, hotels play a critical role due to their contribution to environmental issues such as energy consumption, food waste, and pollution. Jakarta, as a densely populated urban center, faces increasing waste production and related environmental challenges. Data from the National Waste Management Information System show that 49.87% of Jakarta's waste comes from food waste, with the household and hospitality sectors as major contributors. Although several hotels have achieved international green certification, such as Green Key, based on Green Key Global data as of July 2025, only nine out of 496 hotels in Jakarta had obtained this certification, indicating a substantial gap between sustainability policies and their practical implementation.

The focus of this research is a four-star hotel in Jakarta that is committed to obtaining green certification but continues to face difficulties in achieving sustainable operations. Employee behavior that supports environmental goals known as Employee Green Behavior (EGB) is essential for realizing environmental sustainability within organizations. However, obstacles such as limited personal initiative, weak organizational culture, insufficient green leadership, and ineffective environmental training persist.

Problem Symptoms

A preliminary survey at the research site revealed several specific issues:

1. Employee Green Behavior remains weak in terms of personal initiative, with 44% of employee's passive in preventing environmentally harmful actions.
2. Green Culture is not yet fully internalized, as 35% of employees feel the company has not optimally supported environmental programs.
3. Green Transformational Leadership has not consistently motivated employees, with up to 44% reporting a lack of strong encouragement from leaders.
4. Green Training has not effectively provided practical behavioral guidance, with 33% of employees not receiving specific actionable directions post-training.
5. Green Commitment is not intrinsically embedded, as only 44% of employees are willing to engage in green behaviors without written rules.

Research Gap

Previous studies show inconsistent findings regarding the influence of green-related variables on employee behavior. For example, Green Culture has been found to positively influence EGB in some studies (Mirahsani et al., 2013) but negatively or insignificantly in others (Ma et al., 2024). Similarly, Green Transformational Leadership has shown both significant positive effects (Zaid & Yaqub, 2023) and non-significant effects (Aulia, 2025). Green Training has been reported as impactful in some contexts (Wijayanti, 2024) but weak in others

(Saputra et al., 2024). Moreover, there is limited research examining Green Commitment as a mediating variable in Indonesia's hospitality sector, particularly in hotels actively pursuing environmental certification. These inconsistencies and contextual gaps present an opportunity to explore the direct and indirect relationships between Green Culture, Green Transformational Leadership, and Green Training on Employee Green Behavior through Green Commitment.

This study investigates these relationships in the context of a four-star hotel in Jakarta. The findings are expected to provide both theoretical contributions to environmentally focused human resource management literature and practical guidance for fostering environmentally responsible employee behavior through integrated cultural, leadership, and training strategies.

LITERATURE REVIEW

Green Culture

Green Culture refers to the organizational values, norms, and beliefs that support environmental sustainability. It encompasses both formal policies and informal practices that encourage eco-friendly behavior at all levels of the organization. According to Chang and Chen (2013), Green Culture can shape employee attitudes and behaviors toward sustainability through shared organizational values.

H1: Green Culture positively affects Employee Green Behavior.

H5: Green Culture positively affects Green Commitment.

Green Transformational Leadership

Green Transformational Leadership (GTL) is a leadership style that motivates and inspires employees to achieve environmental goals. Leaders who adopt this style act as role models, encourage innovative thinking, and foster a shared vision of sustainability (Chen and Chang, 2013).

H2: Green Transformational Leadership positively affects Employee Green Behavior.

H6: Green Transformational Leadership positively affects Green Commitment.

Green Training

Green Training refers to structured learning programs designed to enhance environmental knowledge, awareness, and skills. Effective training helps employees understand their role in sustainability initiatives and equips them with the tools needed for green performance (Jabbour and Jabbour, 2016).

H3: Green Training positively affects Employee Green Behavior.

H7: Green Training positively affects Green Commitment.

Green Commitment

Green Commitment is the extent to which employees feel morally and emotionally responsible for engaging in pro-environmental actions within their organization. It reflects their willingness to adopt sustainable behavior even without external enforcement (Sampene and Wiredu, 2014).

- H4: Green Commitment positively influences Employee Green Behavior.
- H8: Green Commitment serves as a mediator in the link between Green Culture and Employee Green Behavior.
- H9: Green Commitment serves as a mediator in the link between Green Transformational Leadership and Employee Green Behavior.
- H10: Green Commitment serves as a mediator in the link between Green Training and Employee Green Behavior.

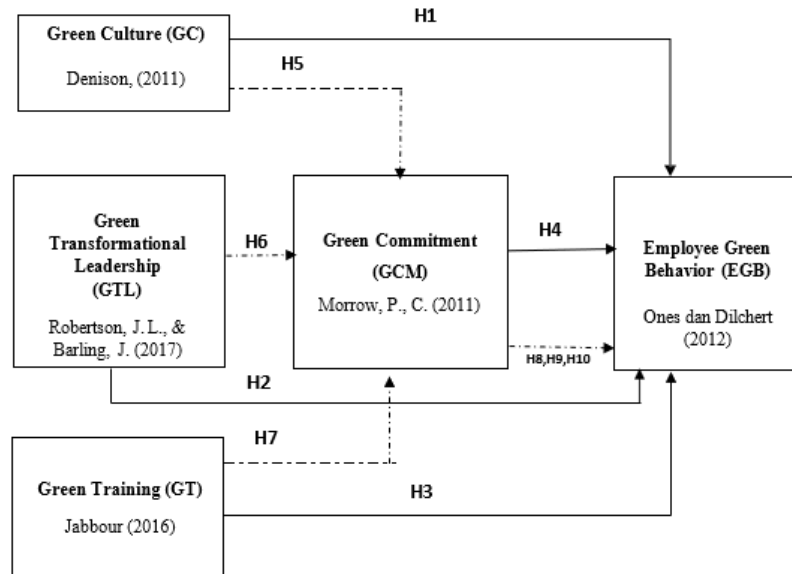


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative research method using a cross-sectional survey method to examine the influence of Green Culture, Green Transformational Leadership, and Green Training on Employee Green Behavior, with Green Commitment as a mediating variable. The study was conducted at Hotel JVC, a four-star hotel in Jakarta, which has implemented several green initiatives as part of its sustainable development goals.

Population and Sample

The population consisted of all 75 contract employees who had worked at the hotel for at least six months. A purposive sampling technique was employed to select participants deemed to have sufficient knowledge and experience related to green practices within the organization. A total of 75 questionnaires were distributed, all of which were returned and deemed valid for analysis, resulting in a 100% response rate.

Construct Measurement and Indicators

The study employed five latent variables, each measured reflectively using multiple indicators adapted from established research. All items were assessed on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The constructs and their respective indicators are as follows:

1. Green Culture (GC): Measured using six indicators adapted from Chang and Chen (2013), reflecting shared values, norms, and behaviors that promote sustainability within the organization.
2. Green Transformational Leadership (GTL): Measured with six indicators from Chen and Chang (2013), assessing the extent to which leaders inspire, motivate, and influence environmentally oriented employee behavior.
3. Green Training (GT): Comprised of five indicators from Jabbour and Jabbour (2016), evaluating the quality, frequency, and effectiveness of environmental training programs.
4. Green Commitment (GCM): Measured using five indicators adapted from Sampene and Wiredu (2014), capturing employees' moral and emotional attachment to environmental goals and initiatives.
5. Employee Green Behavior (EGB): Measured with six indicators from Ones and Dilchert (2012), representing employees' actual pro-environmental actions in the workplace.

All indicators were pre-tested and reviewed to ensure clarity, relevance, and alignment with the study's objectives before inclusion in the final questionnaire.

Data Analysis Techniques

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. PLS-SEM was selected for its suitability with small to medium sample sizes and its applicability in theory development research. The analysis followed a two-step approach:

1. Measurement Model Evaluation:
 - a. Outer Loadings: > 0.70
 - b. Convergent Validity: AVE > 0.50
 - c. Discriminant Validity: Fornell-Larcker Criterion & HTMT ratio
 - d. Composite Reliability: CR > 0.70
2. Structural Model Evaluation:
 - a. Path Coefficients (β)
 - b. T-statistics and P-values from bootstrapping
 - c. Coefficient of Determination (R^2)
 - d. Effect Size (f^2)
 - e. Predictive Relevance (Q^2)
 - f. Model Fit: assessed using SRMR (Standardized Root Mean Square Residual), with values below are < 0.08 are considered acceptable.

RESEARCH RESULT

In this section, the results of each statistical test are presented in a structured and concise manner. All tables and figures are numbered and clearly labeled to facilitate interpretation and ensure clarity.

Descriptive Statistics

Table 1. Descriptive Statistic of Resnpondent

Demographic Aspect	Category	Frequency	Percentage
Gender	Male	35	47%
	Female	40	53%
Age	< 25 years	20	27%
	25–35 years	45	60%
	> 35 years	10	13%
Education	High School	18	24%
	Bachelor's Degree	47	63%
	Postgraduate	10	13%
Length of Employment	< 1 year	8	11%
	1–3 years	40	53%
	> 3 years	27	36%
Department	Finance & Accounting	9	12%
	Engineering	7	9%
	F&B Service	9	12%
	Front Office	12	16%
	Housekeeping	14	19%
	FB Product/Kitchen	11	15%
	Sales, Marketing, Reservation & Revenue	11	15%
	Security	1	1%
	Talent & Culture	1	1%

Table 1 presents the demographic profile of the 75 respondents. By gender, 53% were female and 47% male. Most respondents were aged 25–35 years (60%), followed by those under 25 years (27%) and those over 35 years (13%). In terms of education, 63% held a bachelor's degree, 24% had a high school diploma, and 13% possessed a postgraduate degree.

Regarding work experience, the majority had worked for 1–3 years (53%), followed by more than 3 years (36%) and less than 1 year (11%). Departmental representation was as follows: Housekeeping (19%), Front Office (16%), F&B Product/Kitchen (15%), Sales, Marketing, Reservation & Revenue (15%), Finance & Accounting (12%), F&B Service (12%), Engineering (9%), and small proportions from Security (1%) and Talent & Culture (1%). This distribution reflects a diverse and operationally balanced sample.

Measurement Model Evaluation

The measurement model was evaluated by assessing the reliability and validity of each construct based on three criteria: convergent validity, discriminant validity, and internal consistency reliability. All analyses were conducted using SmartPLS.

Convergent Validity

Table 2. Convergent Validity

Construct	AVE	Outer Loadings Range
Green Culture (GC)	0.615	0.734 – 0.845
Green Transformational Leadership (GTL)	0.662	0.727 – 0.853
Green Training (GT)	0.720	0.810 – 0.878
Green Commitment (GCM)	0.628	0.729 – 0.848
Employee Green Behavior (EGB)	0.582	0.702 – 0.826

All AVE values were above the 0.50 benchmark, confirming sufficient convergent validity.

Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait (HTMT) ratio.

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Construct	GC	GTL	GT	GCM	EGB
GC	0.784				
GTL	0.674	0.813			
GT	0.737	0.717	0.848		
GCM	0.755	0.736	0.764	0.792	
EGB	0.725	0.714	0.600	0.625	0.763

The Fornell–Larcker criterion was met, as the square root of each construct’s AVE (diagonal values) was greater than its correlations with other constructs.

Table 4. Discriminant Validity (HTMT ratio)

Construct	GC	GTL	GT	GCM	EGB
GC					
GTL	0.723				
GT	0.787	0.768			
GCM	0.819	0.801	0.823		
EGB	0.779	0.774	0.646	0.683	

All HTMT values fell below the recommended cut-off of 0.85, indicating satisfactory discriminant validity across the constructs.

Reliability Testing

The reliability of the measurement model was evaluated using Composite Reliability (CR) and Cronbach's Alpha, both of which assess the internal consistency of the constructs, reflecting how closely related the indicators are as a group.

Table 5. Composite Reliability and Cronbach's Alpha

Construct	CR	CA
Green Culture (GC)	0.941	0.930
Green Transformational Leadership (GTL)	0.940	0.926
Green Training (GT)	0.954	0.944
Green Commitment (GCM)	0.922	0.901
Employee Green Behavior (EGB)	0.926	0.910

All CR and Cronbach's Alpha values exceeded the 0.70 threshold, confirming satisfactory internal consistency reliability for all constructs.

Structural Model Evaluation

The structural model was evaluated using several criteria: coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), path coefficients, and model fit using the Standardized Root Mean Square Residual (SRMR) index. The analysis employed a bootstrapping procedure with 5,000 resamples.

Coefficient of Determination (R^2)

Table 6. Coefficient of Determination (R^2)

Endogenous Variable	R^2 Value	R-square adjusted
Green Commitment (GCMT)	0.702	0.689
Employee Green Behavior (EGB)	0.620	0.598

The R^2 results show that 70.2% in the variation in Green Commitment and 62% of the variance in Employee Green Behavior are explained by the exogenous variables, indicating a medium predictive ability of the model.

Q^2 Predictive Relevance

Table 7. Q^2 Predictive Relevance (Q^2)

Endogenous Variable	Q^2 predict
Green Commitment (GCMT)	0.657
Employee Green Behavior (EGB)	0.559

Both Q^2 values were greater than zero, confirming sufficient predictive relevance for the endogenous constructs.

Effect Size (f²)

Table 8. Effect Size (f²)

Construct	GC	GTL	GT	GCM	EGB
GC				0.148	0.224
GTL				0.123	0.206
GT				0.123	0.003
GCM					0.001
EGB					

The strongest effect was observed for GC → GCM, followed by GTL → GCM and GC → EGB, whereas the effects of GT and GCM on EGB were negligible.

Model Fit (SRMR)

The goodness-of-fit of the overall model was assessed through the Standardized Root Mean Square Residual (SRMR). Both the saturated and estimated models yielded SRMR values of 0.079, which are within the acceptable range.

Table 9. Standardized Root Mean Square Residual (SRMR)

Model	SRMR (O)	Sample Mean (M)	95% CI	99% CI
Saturated Model	0.079	0.067	0.082	0.089
Estimated Model	0.079	0.067	0.082	0.089

The SRMR value of 0.079 for both the saturated and estimated models is below the recommended cutoff of 0.08 (Henseler et al., 2014), indicating a satisfactory global model fit. This result suggests that the proposed structural model is free from significant misspecification and is suitable for hypothesis testing.

Hypothesis Testing Results

Table 10. Hypothesis Testing Result

Hypothesis	Path	T-Statistic	P-Value	Result
H1	Green Culture → Employee Green Behavior	3.425	0.000	Accepted
H2	Green Transformational Leadership → Employee Green Behavior	2.999	0.001	Accepted
H3	Green Training → Employee Green Behavior	0.336	0.368	Rejected
H4	Green Commitment → Employee Green Behavior	0.142	0.444	Rejected
H5	Green Culture → Green Commitment	2.722	0.003	Accepted

H6	Green Transformational Leadership → Green Commitment	2.671	0.004	Accepted
H7	Green Training → Green Commitment	2.192	0.014	Accepted
H8	Green Culture → Green Commitment → Employee Green Behavior	0.136	0.446	Rejected
H9	GTL → Green Commitment → Employee Green Behavior	0.137	0.446	Rejected
H10	Green Training → Green Commitment → Employee Green Behavior	0.119	0.453	Rejected

The results indicate that both Green Culture and Green Transformational Leadership have significant positive effects on Green Commitment and Employee Green Behavior. Meanwhile, Green Training shows a significant impact only on Green Commitment, but not directly on Employee Green Behavior. Additionally, Green Commitment itself does not significantly influence Employee Green Behavior.

The mediation analysis further confirms that Green Commitment does not significantly mediate the relationships between Green Culture, Green Transformational Leadership, or Green Training and Employee Green Behavior.

These findings highlight the important role of organizational culture and leadership in promoting green behaviors among employees. However, the absence of a mediating effect of Green Commitment suggests that merely fostering commitment to environmental values may not be sufficient to drive behavioral change without additional organizational support or incentives.

PLS Model Output

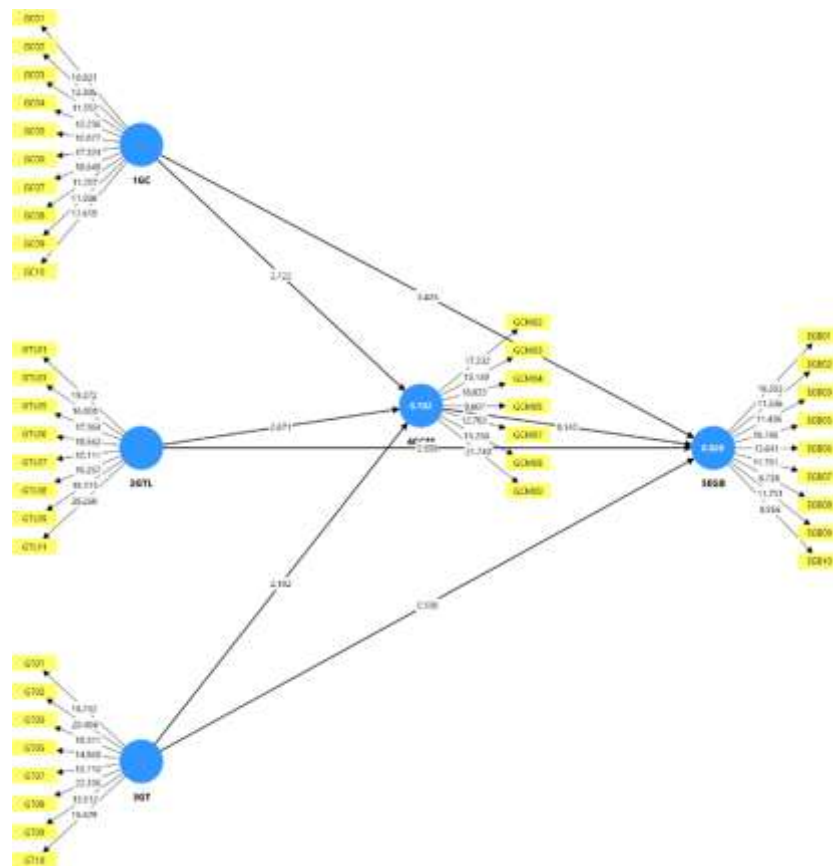


Figure 2. SmartPLS Structural Model Output

Figure 2 presents the structural model generated using SmartPLS. The R^2 value for Green Commitment is 0.702, indicating that 70.2% of its variance is explained by Green Culture, Green Transformational Leadership, and Green Training. Similarly, the R^2 value for Employee Green Behavior is 0.620, showing that 62% of its variance is accounted for by the model.

The path coefficients indicate that Green Culture and Green Transformational Leadership have significant positive effects on both Green Commitment and Employee Green Behavior. In contrast, Green Training significantly influences only Green Commitment. The path from Green Commitment to Employee Green Behavior is weak and statistically insignificant, suggesting that Green Commitment does not serve as a mediator in this model.

Overall, the visual model in Figure 2 aligns with the hypothesis testing results, confirming the presence of direct effects from Green Culture and Green Transformational Leadership, but not a mediating effect from Green Commitment.

DISCUSSION

This study tested ten hypotheses to examine the influence of Green Culture, Green Transformational Leadership, and Green Training on Employee Green Behavior (EGB), with Green Commitment as a mediating variable. Five direct

hypotheses were supported, while two direct effects and all three mediation hypotheses were not.

The analysis demonstrates that Green Culture exerts a clear and favorable association with Employee Green Behavior (H1). Embedding environmental principles into organizational norms appears to directly encourage employees to engage in eco-friendly practices. This outcome is in harmony with the findings of Mirahsani et al. (2013), who observed that an environmentally oriented culture promotes voluntary pro-environmental actions through shared values and a sense of collective responsibility. In contrast, Ma et al. (2024) reported a negative association in contexts where formal sustainability policies were poorly enforced, highlighting that effective implementation is crucial in translating cultural ideals into actual behavior.

Green Transformational Leadership also showed a meaningful influence on Employee Green Behavior (H2). Leaders who consistently model sustainable actions, communicate a compelling environmental vision, and inspire staff participation appear capable of triggering behavioral change. This aligns with Zaid and Yaqub (2023), who documented that transformational leader cultivate a shared purpose and greater involvement in environmental programs. Conversely, the non-significant effect found by Aulia (2025) could be linked to differences in leadership proximity, organizational hierarchy, or levels of trust within the workforce.

Green Training, on the other hand, was not found to significantly shape Employee Green Behavior (H3). Although training sessions can enhance awareness, the absence of ongoing reinforcement, practical application, or incentive structures may limit their direct behavioral impact. This result mirrors the observations of Saputra et al. (2024), who found minimal changes in employee actions when training was not followed by systematic monitoring. By contrast, Wijayanti (2024) reported strong effects when training was immersive, hands-on, and directly linked to job functions.

The role of Green Commitment as a direct driver of Employee Green Behavior was also unsupported (H4). Commitment in this context appears more attitudinal than behavioral, meaning that without supportive systems, clear operational guidelines, or consistent leadership encouragement, employees may not convert their commitment into visible action. Similar observations were made by Khan et al. (2025), who emphasized the need for operational integration to transform environmental commitment into measurable workplace outcomes.

Regarding the antecedents of Green Commitment, the results confirm that Green Culture positively contributes to employees' commitment to environmental values (H5). Organizations that consistently reinforce sustainability principles tend to create a moral and emotional attachment among their workforce, a pattern also reported by Chang and Chen (2013). Green Transformational Leadership was likewise found to strengthen Green Commitment (H6), supporting Robertson and Barling's (2013) conclusion that leaders who personalize environmental objectives can deepen employees' sense of ownership. Green Training also emerged as a significant contributor to commitment (H7), which is consistent with Jabbour and Jabbour (2016) in

emphasizing that targeted training builds both competence and emotional engagement.

However, none of the mediation hypotheses were supported. Green Culture did not affect Employee Green Behavior indirectly through Green Commitment (H8), suggesting that its influence tends to be immediate rather than routed through attitudinal change. This contrasts with Sampene and Wiredu (2014), who identified partial mediation in manufacturing settings. Likewise, the influence of Green Transformational Leadership on Employee Green Behavior was not mediated by Green Commitment (H9), implying that leaders may inspire direct behavioral change without necessarily fostering formalized commitment first. This diverges from Chen and Chang's (2013) findings, where mediation was observed in other sectors. Finally, Green Training also failed to influence Employee Green Behavior through Green Commitment (H10), echoing Saputra et al.'s (2024) view that training must be paired with follow-up reinforcement and structural support to produce measurable change.

In conclusion, Green Culture and Green Transformational Leadership emerged as the most potent and direct determinants of Employee Green Behavior in the present context. While Green Training was effective in cultivating commitment, it requires strategic integration with organizational culture, leadership practices, and structural mechanisms to achieve lasting behavioral transformation.

CONCLUSIONS

This study investigated the effects of Green Culture, Green Transformational Leadership, and Green Training on Employee Green Behavior (EGB), with Green Commitment serving as a mediating variable, using data from 75 employees of a four-star hotel in Jakarta and analyzed via Partial Least Squares-Structural Equation Modeling (PLS-SEM). Ten hypotheses were tested, producing five significant direct effects, two non-significant direct effects, and three unsupported mediation effects. The conclusions are as follows:

1. Green Culture → Employee Green Behavior
A green culture that emphasizes adaptability and a long-term sustainability vision encourages employees to practice eco-friendly behaviors, such as reducing waste and conserving resources.
2. Green Transformational Leadership → Employee Green Behavior
Green transformational leadership, through role modeling and personal support, directly motivates employees to adopt and maintain environmentally responsible actions.
3. Green Training → Employee Green Behavior
Regular environmental training increases knowledge, but it does not automatically lead to green behavior unless supported by practice, supervision, and follow-up in the workplace.
4. Green Commitment → Employee Green Behavior
Green commitment, whether moral or organizational, does not significantly drive behavior without policies, facilities, and incentives that support environmental practices.

5. Green Culture → Green Commitment
A strong green culture, aligned with the organization's sustainability vision, fosters employees' emotional attachment and moral responsibility to environmental goals.
6. Green Transformational Leadership → Green Commitment
Leaders who act as role models and provide personal support strengthen employee commitment to achieving the organization's environmental objectives.
7. Green Training → Green Commitment
Frequent and relevant training enhances employees' awareness and commitment, especially when they can apply the knowledge directly in their work units.
8. Green Culture → Green Commitment → Employee Green Behavior
Green commitment does not mediate the relationship between green culture and employee green behavior, because cultural values are directly reflected in daily practices.
9. Green Transformational Leadership → Green Commitment → Employee Green Behavior
Green commitment does not mediate the effect of green transformational leadership on employee green behavior, as leaders' direct influence is stronger than indirect commitment.
10. Green Training → Green Commitment → Employee Green Behavior
Green commitment does not mediate the link between training and employee green behavior, showing that training must be reinforced with practical experience, evaluation, and reward systems.

RECOMMENDATIONS

1. Strengthen employee involvement in sustainability programs and ensure consistency across all units so that Green Culture not only exists formally but also drives daily green behavior.
2. Encourage leaders to stimulate creative environmental ideas and offer individualized support to employees, so their role as green role models translates into stronger employee green behavior.
3. Improve environmental training by focusing on practical application; ensure employees routinely practice efficiency in their units rather than stopping at awareness.
4. Reinforce employee commitment by combining moral pride with organizational systems such as recognition or resource-efficiency goals, since commitment alone showed weak influence on green behavior.
5. Expand employee participation in sustainability initiatives and align mission statements with operational practices, so Green Culture consistently enhances Green Commitment.
6. Strengthen leadership programs to not only inspire but also actively mentor employees, ensuring intellectual stimulation fosters stronger commitment to sustainability goals.

7. Enhance training relevance by updating topics for each department and conducting post-training evaluations, so training effectiveness truly builds employee commitment.
8. Link cultural values directly with measurable efficiency programs, such as reducing waste and optimizing natural resource use, to ensure culture affects behavior beyond commitment.
9. Provide leaders with authority, resources, and structured platforms to directly engage in green initiatives, ensuring their influence leads to visible behavioral change rather than relying on mediation.
10. Combine green training with structural follow-up, such as sustainability task forces and peer-support systems, so increased commitment is transformed into consistent and efficient green behavior.

ADVANCED RESEARCH

Given the scope and design of this research, the following limitations and suggestions for future studies are identified:

1. The study was conducted in a single four-star hotel in Jakarta, which may limit the generalizability of the results; future research should include hotels of different classifications and geographic areas, or expand to other service industries.
2. The cross-sectional design restricts the ability to observe changes in behavior over time; future studies should employ longitudinal designs to track the impact of green initiatives on EGB and Green Commitment.
3. Only five variables were examined (Green Culture, Green Transformational Leadership, Green Training, Green Commitment, and EGB); future studies could include other mediators or moderators such as organizational support, environmental awareness, or employee engagement.
4. Data were collected solely through self-reported surveys, which may be subject to bias; future research could incorporate mixed methods by combining quantitative surveys with qualitative interviews or observational measures to obtain richer insights.

This study has several limitations. First, it was conducted in a single hotel, which may restrict the generalizability of the findings to other sectors or geographic contexts. Second, the analysis focused on three independent variables Green Culture, Green Transformational Leadership, and Green Training and one mediating variable, Green Commitment. Other potentially relevant factors, such as perceived organizational support, environmental self-efficacy, or environmentally sustainable human resource management policies, were not examined.

Future research should broaden the sample to include multiple hotels or other service industries such as healthcare, retail, or education to enhance external validity. A longitudinal design would also be valuable for examining how employee green behavior evolves over time and for assessing the sustained effects of interventions, including leadership development or revised training programs. Furthermore, incorporating qualitative methods such as interviews or

focus groups could provide deeper insights into employee motivations and the organizational enablers of green behavior.

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