EXPLORING THE IMPACT OF ECO-FRIENDLY LEADERSHIP AND MOTIVATION ON SUSTAINABLE WORKPLACE CULTURE AND ENVIRONMENTAL EFFECTIVENESS TO SUPPORT THE SUSTAINABLE DEVELOPMENT GOALS (SDG'S)

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ABSTRACT

Objective: This study investigates the effects of Green Transformational Leadership, Green Intrinsic Motivation, and Green Extrinsic Motivation on pro-environmental workplace behaviors in Bandung City, Indonesia's creative economy. It is in line with the Sustainable Development Goals (SDGs).

Theoretical Framework: This study is founded on the ideas of environmental performance, workplace pro-environmental behaviors, green transformational leadership, and green motivation (both intrinsic and extrinsic), all of which support sustainable practices in line with the SDGs.

Method: Utilizing a survey approach, this research targets employees in the creative industry's fashion sector in Bandung City, Indonesia, encompassing sub-sectors like fashion, knitting, footwear, and accessories. The study aims to involve 312 willing participants and employs Confirmatory Factor Analysis and Covariance-Based Structural Equation Modeling (CB-SEM) methodologies.

Results and Discussion: The report indicates that green transformational leadership, green intrinsic and extrinsic motivation, workplace pro-environmental behaviors, and environmental performance are all highly correlated. This draws attention to the study's contribution to the SDGs.

Research Implications: While acknowledging limitations such as sector-specific generalizability and potential biases in data collection methods, this study highlights the need to expand respondent samples across industries to enhance the applicability of findings and promote sustainable practices in alignment with the SDGs.

Originality/Value: This study enhances the existing body of knowledge by examining the relationship between green transformational leadership, green intrinsic and extrinsic motivation, workplace pro-environmental behaviors, and environmental performance within Bandung City's creative industry. It emphasizes how crucial motivation and leadership are to encouraging eco-friendly behavior and enhancing environmental performance, which supports the SDGs.

Keywords: leadership, motivational factors, sustainable development, environmental sustainability.

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1 INTRODUCTION

The manufacturing industry, particularly fashion, has witnessed a growing awareness of the negative environmental impact of the fashion industry, leading to a commitment to sustainable production, waste reduction, energy efficiency, and raw material utilization. Adopting the green economy is a significant priority in creating environmental sustainability (Mealy & Teytelboym, 2022). The green economy is a system of economics that integrates social and environmental considerations into production and consumption processes to provide economic, social, and environmental benefits simultaneously (Zhang et al., 2021; He et al., 2019).

Efforts to incorporate the green economy in Indonesia have been enshrined in various environmental protection regulations (Sonjaya et al., 2020; Cahyani, 2020; Wibawa, 2019). However, a sufficient understanding from organizational stakeholders is essential to effectively implement the green economy (Ansah & Sorooshian, 2019; Fox *et al.*, 2020). Leadership is identified as a key factor influencing this understanding. Transformational leadership emphasizes inspiring followers, promoting subordinate participation, and enhancing team innovation capabilities (Wang *et al.*, 2018; Çop *et al.*, 2021; Hameed *et al.*, 2022).

Organizations across business, government, and NGOs must consider environmental sustainability led by all management levels (Woo & Kang, 2020; Rehman *et al.*, 2023; Liang *et al.*, 2022; Zhao *et al.*, 2023). Transformational leadership plays a crucial role in influencing organizational environmental sustainability (Begum *et al.*, 2022; Singh *et al.*, 2020; Wang *et al.*, 2022), particularly in the fashion industry (Begum *et al.*, 2022; Lee *et al.*, 2012; Lo *et al.*, 2012).

Previous studies have indicated that transformational leadership can influence employee motivation and performance, as well as enhance an environmentally friendly organizational culture (Ghosh, 2015; Ribeiro *et al.*, 2020). A study by Abbas *et al.*, (2022) demonstrated the leader's responsibility

in influencing environmentally friendly behavior among industrial employees in China. The environmental damage has led various parties to take responsibility for the environment by promoting behaviors that support environmental friendliness (Cop, Alola & Alola, 2020). Employee behavior oriented towards the environment can impact environmentally friendly employee behavior (Cheema, Afsar & Javed, 2020). Research by Han, Wang & Yan (2019), Afsar et al., (2020) and Zhao & Zhou (2019) shows the connection between environmentally oriented leadership and environmental sustainability. Additionally, a study by Han, Wang & Yan (2019) discussed how leadership can influence environmentally friendly behavior among employees in the new energy industry in China. This study found that leadership roles can motivate employees to take environmentally friendly actions, and employee involvement in developing environmentally friendly initiatives can strengthen the influence of transformational leadership. Studies (Begum *et al.*, 2022; Lee *et al.*, 2012; Lo *et al.*, 2012; Ghosh, 2015; Ribeiro *et al.*, 2020; Abbas *et al.*, 2022; Cop, Alola & Alola, 2020; Cheema, Afsar & Javed, 2020; Han, Wang & Yan, 2019; Afsar *et al.*, 2020; Zhao & Zhou, 2019) have not explored the impact of transformational leadership and motivational factors on understanding the green economy and its effects on a work climate accustomed to environmental friendliness. Therefore, this research will contribute new insights into the understanding of transformational leadership and motivational factors in the context of an environmentally friendly work environment, addressing previous research gaps, particularly in the fashion industry in Bandung, Indonesia.

2 THEORETICAL FRAMEWORK

2.1 GREEN TRANSFORMATIONAL LEADERSHIP

Green transformational leadership is an approach that focuses on developing environmental vision and empowering employees to contribute to sustainability. Wang *et al.*, (2018) stated that the key characteristics of green transformational leadership include the ability to inspire and motivate followers, create a positive work environment, and encourage innovation focused on environmentally friendly practices. (Waldman & Bass, 1991; Bass,

1997; Eaton, Bridgman & Cummings, 2024) In this context, effective leaders can integrate environmental values into organizational goals, thus creating a culture that supports pro-environmental behavior among employees (Farrukh *et al.*, 2022).

The connection between employee behavior and leadership ideals is crucial in green transformational leadership. Employee attitudes and actions can be positively impacted by leaders who exhibit a commitment to environmental sustainability, as demonstrated by Hameed et al. (2022). Their research found that employees led by leaders with green values tend to be more engaged in environmentally friendly practices. This indicates that strong environmental leadership can have a positive impact on employee behavior in the workplace (Rizvi & Garg, 2021; Alarifi *et al.*, 2024).

Furthermore, green transformational leadership encourages employees' intrinsic motivation. Leaders who successfully convey the importance of sustainability and its impacts on the environment and society can increase employee accountability (Sobaih et al., 2022; Zhang et al., 2024). This is consistent with motivation theory, which holds that when people feel purpose, they are more likely to take pro-environmental actions (Afsar et al., 2020). Thus, effective leadership should not only focus on outcomes but also on the underlying processes and values.

Green transformational leadership can also enhance collaboration among employees. When leaders encourage open discussions and sharing of innovative ideas, employees feel more valued and motivated to contribute. According to a study by Hameed *et al.*, (2022), this collaboration can result in more creative and effective solutions to environmental challenges faced by organizations. Therefore, good leadership can create a work environment that supports innovation and creativity in the sustainability context.

Green transformational leadership greatly encourages pro-environmental conduct in the workplace (Zaid & Yaqub, 2024). Leaders can encourage staff members to actively participate in sustainability programs by integrating environmental ideals into their leadership style. This creates synergy between organizational goals and individual commitments to the environment, which in turn can enhance overall environmental performance.

2.2 GREEN INTRINSIC MOTIVATION AND GREEN EXTRINSIC MOTIVATION

Intrinsic and extrinsic motivation in an environmental context refer to the drives that push individuals to engage in environmentally friendly behavior, whether from within themselves (intrinsic) or from external factors such as rewards or recognition (extrinsic). Afsar *et al.*, (2020) explained that intrinsic motivation is often linked to personal satisfaction and a sense of responsibility towards the environment, while extrinsic motivation is more related to recognition or rewards received from others or organizations. Motivation greatly aids organizational innovation and pro-environmental conduct. According to Mansoor et al. (2021), intrinsically motivated workers tend to be more creative when solving environmental problems. They are also more likely to take the initiative and contribute to their organizations' sustainability initiatives. This implies that intrinsic motivation is one of the leading forces behind people's pro-environmental conduct.

Moreover, extrinsic motivation also plays an important role in promoting environmentally friendly behavior. For example, organizations that provide rewards or incentives to employees participating in sustainability programs can increase participation rates and involvement. According to Afsar et al. (2020), combining intrinsic and extrinsic motivation creates an atmosphere that encourages pro-environmental behavior at work.

Employee motivation to engage in environmentally friendly activity is also influenced by social variables (Latif et al., 2022). For instance, support from leaders and coworkers might increase a person's desire to support sustainability projects. This is consistent with social theory, which holds that people frequently mimic the actions of those around them. Therefore, employee incentives to adopt eco-friendly practices can be increased by cultivating an organizational culture that supports sustainability. Promoting pro-environmental behavior in the workplace requires both internal and extrinsic motivation. Organizations may create an atmosphere that more effectively supports sustainability programs and increases staff engagement in

eco-friendly activities by identifying and maximizing these motivating elements.

2.3 WORKPLACE PRO-ENVIRONMENTAL BEHAVIORS

In the context of the environment, intrinsic and extrinsic motivations refer to the driving forces that encourage individuals to behave in environmentally friendly ways, stemming from within themselves (intrinsic) or external factors like rewards or recognition (extrinsic). Afsar *et al.*, (2020) explain that intrinsic motivation is often associated with personal satisfaction and a sense of responsibility towards the environment, while extrinsic motivation is more linked to acknowledgment or rewards received from others or organizations. In corporate contexts, motivation significantly impacts pro-environmental behavior and innovation. According to Ryan and Deci (2020), employees with intrinsic motivation are frequently more inventive in solving environmental problems. Additionally, they are more likely to take charge and participate in sustainability initiatives that their companies provide. This implies that people's pro-environmental conduct is primarily driven by their inner motivation (Silvi & Padilla, 2021). Furthermore, encouraging ecologically responsible behavior also heavily relies on extrinsic motivation. For instance, organizations that provide rewards or incentives to employees participating in sustainability programs can boost participation rates and involvement.

Research by Afsar *et al.*, (2020) suggests that a combination of intrinsic and extrinsic motivation can create a workplace environment that supports stronger pro-environmental behaviors. Social factors can also influence employee motivation to behave in environmentally friendly ways. For example, support from leaders and coworkers might increase a person's motivation to participate in sustainability projects. This is consistent with social theory, which holds that people frequently copy the actions of those around them. Therefore, fostering a company culture that supports sustainabilit can raise employee incentives to embrace eco-friendly practicesy. Achieving organizational sustainability goals requires pro-environmental conduct in the workplace. By understanding the factors influencing this behavior,

organizations can design effective strategies to encourage employee engagement and achieve better environmental performance.

H1: The more effective green transformational leadership is, and the stronger green motivation, the more workplace pro-environmental behaviors will increase.

2.4 ENVIRONMENTAL PERFORMANCE

As sustainability gains more attention, measuring environmental performance in the creative sector is becoming increasingly important. According to Lo et al. (2012), several metrics, including resource efficiency, waste reduction, and the impact of emissions, can be used to assess environmental performance. In the creative industry, where innovation and creativity are highly valued, a sustainable approach can provide a competitive advantage. Data indicates that companies successfully integrating environmentally friendly practices into their creative processes not only reduce negative environmental impacts but also enhance the attractiveness of their products in the market. There is also a strong correlation between environmental performance and pro-environmental conduct. According to Zhao and Zhou (2019), companies that support their employees' pro-environmental conduct tend to see improvements in their environmental performance. For example, companies implementing training programs to raise environmental awareness among employees report a significant decrease in energy usage and waste. This research suggests that employee engagement in green initiatives can yield positive outcomes for the organization as a whole.

Furthermore, measuring environmental performance can provide valuable feedback for organizations. By monitoring environmental performance indicators, companies can identify areas for improvement and develop more effective strategies. However, it is important to remember that environmental performance measurement should be done holistically. Organizations need to consider various factors that can influence environmental performance, including government policies, market demands, and employee behaviors. Therefore, further research is needed to develop a comprehensive framework

for measuring environmental performance across various industry sectors. Environmental performance is a critical measure of an organization's sustainability. By investigating the relationship between environmental performance and pro-environmental behavior, organizations can create more efficient plans to accomplish their sustainability objectives.

H2: The stronger workplace pro-environmental behaviors are, the more environmental performance can increase.

3 METHODOLOGY

The researcher adopts a quantitative research methodology focusing on the creative industry encompassing the fashion sector, including footwear and shoe businesses, knitting, and accessories in Bandung, Indonesia. Surveys are conducted among employees in the Distro Area, Cibaduyut Area, and Binong Jati Area, with a total of 312 participants.

The research variables are examined, and according to Chen & Chang (2013) and Mansoor et al. (2021), Green Transformational Leadership is a leadership approach that motivates followers and encourages their involvement. Green Intrinsic and Extrinsic Motivation reflect the environmental influence and ecological strategies of a company, intrinsically and extrinsically motivating employee behavior with measurements based on Guay, Vallerand & Blanchard (2000), Junsheng *et al.*, (2020), and Hu *et al.*, (2022). Workplace Pro-environmental Behaviors encompass individual behaviors indirectly recognized by formal reward systems within the organization, benefiting the natural environment and contributing indirectly to organizational and individual benefits, measured according to Boiral & Paillé (2012) and validated by Cheema, Afsar & Javed (2020). Environmental Performance refers to practices and policies supporting a healthy and sustainable work environment, such as waste and emission reduction, eco-friendly material usage, and sustainable mobility support. Measurements are based on Melnyk, Sroufe & Calantone (2003) and validated by Singh **et al.**, (2020).

Data analysis involves Confirmatory Factor Analysis (CFA) to ensure the validity and reliability of research instruments. The researcher utilizes the

robust maximum likelihood approach, referencing Boomsma & Hoogland (2001), Satorra & Bentler (1994), and Jöreskog & Sörbom (2006), with criteria such as Average Variance Extracted (AVE) above 0.5 and Reliability over 0.7. Structural Equation Modeling is then employed to test the predictive model, evaluating its contribution based on model fit indices like RMSEA, Chi Square x2/Degree of Freedom, IFI, CFI, and NFI, with thresholds guided by Li (2016) and Wang & Rhemtulla (2021).

4 RESULTS AND DISCUSSIONS

An article's findings and comments must be presented understandably and methodically, considering the information gathered, and the analyses carried out throughout the investigation. In order to highlight the main conclusions, the results should first be presented succinctly and objectively, using tables, graphs, and statistics as needed. The findings are then analyzed in light of previous research, emphasizing parallels and divergences and their theoretical and practical ramifications in the discussion section.

The respondent characteristic data presented includes frequency and percentage based on demographic profiles, educational level, business sector, classification of business type, and length of employment. Out of the total 312 respondents who participated in this study, there is a fairly balanced comparison between genders. The number of male respondents is 152 (49%), while female respondents amount to 160 (51%). In terms of age, the majority of respondents are in the age group under 30 years, totaling 251 individuals (80%). This indicates that most respondents are young individuals who may have different perspectives and needs compared to older age groups. Meanwhile, respondents aged 31-40 years are 30 individuals (10%), and those above 41 years old are 31 individuals (10%). In relation to education, the majority of respondents have a high school education background, with 232 individuals (74%). On the other hand, respondents with junior high school education are 32 individuals (10%), and those with a Diploma or Bachelor's degree are 80 individuals (26%). The characteristics of respondents' business sectors indicate that the majority work in the fashion sector, with 135 individuals (43%). The

knitting sector is followed by 90 individuals (29%), and the footwear sector is followed by 87 individuals (28%). This shows that the knitting sector is the most dominant sector among the respondents involved in this study. In the classification of business types, three categories were identified. Micro-enterprises are represented by 70 individuals (22%), small enterprises by 89 individuals (29%), and medium enterprises by 153 individuals (49%). The length of respondents' employment shows that the majority, 183 individuals (59%), have been working for 3 years. Respondents who have been working between 4-6 years are 86 individuals (28%), while those who have been working for 8 years are 43 individuals (14%).

The researcher then conducted Confirmatory Factor Analysis (CFA) testing, whether it is a reflective or structural model.

Table 1.

Results Of Confirmatory Factor Analysis (CFA) Testing

	Confirmatory Factor Analysis				Structural Model		
Construct	Instrument	Loading	Construct Reliability	AVE	Loading	Construct Reliability	AVE
GTL	GTL1	0,859			0,858		
	GTL2	0,807			0,806		
	GTL3	0,886	0,923	0,668	0,887	0,923	0,668
	GTL4	0,836			0,836		
	GTL5	0,685			0,686		
	GTL6	0,817			0,817		
GIM	GIM1	0,813			0,813		
	GIM2	0,807			0,806		
	GIM3	0,827	0,926	0,677	0,828	0,926	0,676
	GIM4	0,836			0,836		
	GIM5	0,803			0,801		
	GIM6	0,849			0,849		
GEM	GEM1	0,782			0,784		
	GEM2	0,761			0,759		
	GEM3	0,813	0,877	0,589	0,812	0,877	0,590
	GEM4	0,820			0,820		
	GEM5	0,649			0,652		
WPEB	WE1	0,783			0,783		
	WE2	0,732			0,732		
	WE3	0,813			0,814		
	WE4	0,747			0,746		
	WE5	0,79			0,791		
	WE6	0,823	0,945	0,632	0,824	0,945	0,633
	WE7	0,834			0,835		
	WE8	0,830			0,829		
	WE9	0,873			0,873		

	EP10	0,712			0,712	
EP	EP1	0,833			0,838	
	EP2	0,901			0,904	
	EP3	0,852	0,935	0,744	0,852	0,935	0,743
	EP4	0,845			0,841	
	EP5	0,879			0,874	

The structural model and the CFA calculations are robust, as shown by Table 1, where the computed loading factor values are more significant than 0.5, the construct reliability values are greater than 0.7, and the AVE values are above 0.5 (Dash & Paul, 2021). Table 2 displays the model fit indications.

Table 2.

Results Of Model Fit Indices Calculation

	CFA Criteria		Structural Model Criteria	
x / df	1,554	Fit	1.547	Fit
RSMEA	0,788	Fit	0,788	Fit
Normed Fit Index (NFI)	0.931	Fit	0.931	Fit
Comparative Fit Index (CFI)	0.974	Fit	0.974	Fit
Incremental Fit Index (IFI)	0.974	Fit	0.974	Fit
Relative Fit Index (RFI)	0.922	Fit	0.923	Fit
Root Mean Square Residual (RMR)	0.037	Fit	0.037	Fit
Standardized RMR (SRMR)	0.046	Fit	0.046	Fit
Goodness of Fit Index (GFI)	0.800	Moderate Fit	0.799	Moderate Fit

The results of the model fit testing, both in terms of CFA and structural, indicate that most indicators show a good model, where the values of x / df, RSMEA, NFI, CFI, IFI, RFI, RMR, and SRMR fall into the Fit category, with only GFI in the moderate fit category, as seen in Table 2.

Table 3.

Discriminant Validity Result

Type	GTL	GIM	GEM	WPEB	EP
GTL	1.000				
GIM	0.818	1.000			

GEM	0.731	0.853	1.000		
WPEB	0.791	0.852	0.861	1.000	
EP	0.694	0.794	0.752	0.905	1.000

Green transformational leadership has a cross-loading correlation of 0.818 with green intrinsic motivation, 0.731 with green extrinsic motivation, 0.791 with workplace pro-environmental behaviors, and 0.694 with environmental performance, according to the results in Table 3, which also shows correlations among the research variables (Dash & Paul, 2021).

Table 4.

Path Analysis And Hypothesis Testing

Relationship	Coefficient	p-value	Decision
GTL → WPEB	0.217	0.002	Significant
GIM → WPEB	0.305	0.005	Significant
GEM → WPEB	0.437	0.000	Significant
WPEB → EP	0.904	0.000	Significant
	R^2	ζ	
WPEB	0.807	0.193	
EP	0.817	0.183	

Based on the findings from Table 4 and Figure 1, the Structural Equation Model can be expressed as follows:

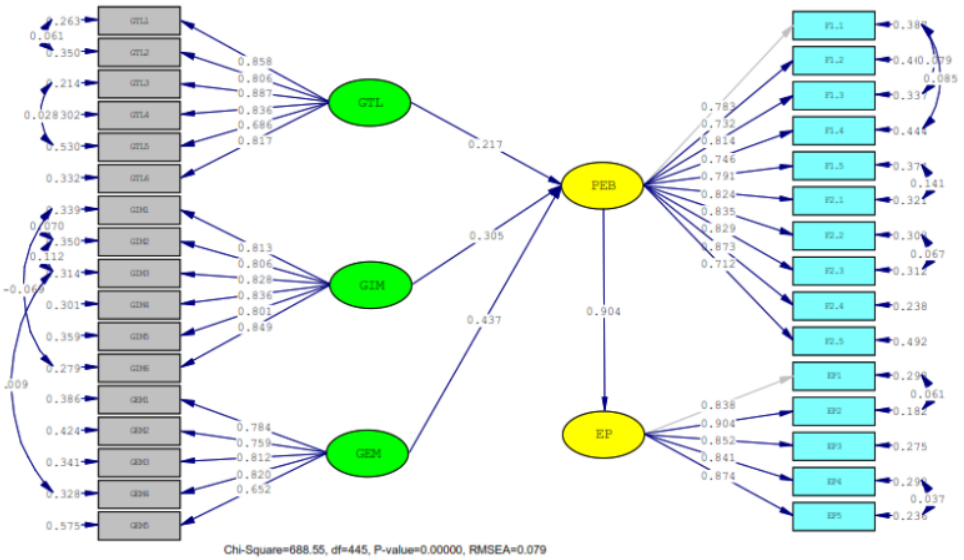
WPEB = 0.217 * ξ1 + 0.305 * ξ2 + 0.437 * ξ3, ζ1 = 0.193, R^2 = 0.807

EP = 0.904 * η, ζ2 = 0.183, R^2 = 0.817

This can be illustrated as shown below:

Figure 1

The structural model results



According to the structural testing, green transformational leadership, intrinsic motivation, and extrinsic motivation all impact workplace pro-environmental behaviors, yielding a total impact of 0.807. Specifically, the path values are as follows: Green Transformational Leadership = 0.217 with a p-value of 0.002, Green intrinsic motivation = 0.305 with a p-value of 0.005, and Green extrinsic motivation = 0.437 with a p-value of 0.000. Additionally, with a path value of 0.907 and a significance level 0.000, workplace pro-environmental behaviors influence 0.817 on environmental performance.

The study's findings demonstrate a substantial correlation between green transformational leadership and green extrinsic and intrinsic motivation. These results highlight how transformative leadership may motivate followers and encourage subordinate involvement. Green intrinsic and extrinsic motivation relate to corporate environmental initiatives and staff actions in both intrinsic and extrinsic ways, reflecting the company's ecological and environmental impact. Because they might affect staff performance and dedication to environmentally friendly activities, the research's findings emphasize the importance of considering sustainable and motivational leadership aspects when discussing corporate environmental sustainability. Zaid and Yaqub (2024) developed a mediation model that shows how green transformational leadership affects employee green behavior via several channels, including

dedication to sustainability and intrinsic motivation. This highlights how influential leaders may use motivating and moral strategies to influence employees' green behavior.

Green transformational leadership significantly impacts workplace pro-environmental behaviors, as do green intrinsic and extrinsic motivation. These results demonstrate how the company's ecological and environmental factors influence employee behavior internally and externallyAccording to research by Farrukh et al. (2022), a workplace that promotes pro-environmental behavior may be created by combining environmental knowledge, green transformational leadership, and green human resource management. Furthermore, Li et al. (2020) discovered that transformational leadership tailored to a particular setting positively impacted employees' pro-environmental behavior. The ways that employee behavior and business environmental strategy support environmental sustainability are reflected in green intrinsic and extrinsic motivation. In addition to helping the environment, workplace pro-environmental practices frequently overlooked by official organizational reward systems also indirectly assist individual growth and organizational performance. According to Perez, Ejaz, and Ejaz (2023), it is critical to establish a positive work atmosphere and provide incentives for staff members to participate in green projects, such as training, prizes, and recognition for pro-environmental conduct.

The implications of this research highlight the importance of understanding and promoting green motivation, both intrinsically and extrinsically, in fostering pro-environmental behavior in the workplace. By strengthening this green motivation, organizations can stimulate and sustain pro-environmental behavior that supports their sustainability goals and benefits the environment more broadly. The study by Sachdeva and Singh (2024) emphasizes the necessity of creating a long-lasting workplace where staff members are inspired to contribute and feel appreciated.

Research findings show that Workplace pro-environmental behaviors significantly affect Environmental Performance. Workplace pro-environmental behaviors, as individual actions not always directly recognized by formal organizational reward systems, provide benefits for the overall natural

environment. These actions also indirectly contribute to organizational success and provide benefits for specific individuals. (Elshaer *et al.*, 2021; Ojo, Tan & Alias, 2022; Nisar *et al.*, 2021). Environmental Performance refers to practices and policies that support a healthy and sustainable work environment. This includes efforts such as waste and emission reduction, the use of environmentally friendly materials, and support for sustainable mobility.

Organizations must encourage and support pro-environmental workplace practices among their employees since they substantially impact environmental performance. By motivating and supporting these positive actions, organizations can enhance their environmental performance and achieve better sustainability goals, benefiting the environment, the organization, and individuals alike.

The report also addresses its shortcomings and recommends possible future research avenues. The findings and the conversation must be supported by substantial data and significantly advance our understanding of the subject.

5 CONCLUSION

According to the reviewed research findings, green transformational leadership, green motivation (both intrinsic and extrinsic), workplace pro-environmental behaviors, and environmental performance are significantly and strongly correlated. Transformational leadership influences green motivation, which in turn impacts pro-environmental behavior in the workplace. Even though they might not always be acknowledged directly, these eco-friendly initiatives improve the business's overall environmental performance.

From these findings, several recommendations can be drawn. First, it is crucial to continue to promote and strengthen transformational leadership that supports green values within the organization. Additionally, green motivation in the workplace needs to be enhanced through recognition, incentives, and a supportive work environment. Steps should also be taken to support and enhance pro-environmental behavior in the workplace, as well as integrating environmental performance into overall organizational strategies. In this way,

organizations can achieve an optimal balance between environmental sustainability, organizational success, and individual well-being.

The limitations of this study include the restricted generalizability of results to specific industry sectors, potential respondent bias in survey data collection methods, and the constraints of CB-SEM that require certain assumptions. To enhance the validity and relevance of future research, it is recommended that further studies consider expanding the sample of respondents to broader industry sectors or even cross-sector to improve the generalizability of findings. The use of mixed methods, such as integrating qualitative approaches with surveys, can provide deeper insightsFurthermore, contextual elements like corporate culture and policies should be considered as they may impact the link between the variables under investigation. By addressing these limitations and implementing these recommendations, future research can provide a more comprehensive understanding of the relationship between environmental performance across various industry sectors, green transformational leadership, green motivation, and workplace pro-environmental behaviors.

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