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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Antecedents and Consequences of Green Self-Efficacy: Cases from Gen Y Employees in Retail Industries

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ABSTRACT

This research explores the impact of Green Transformational Leadership (GTL) and Green Perceived Organizational Support (GPOS) on Green Entrepreneurial Intention (GEI) among Generation Y employees in the retail sector of South Tangerang, with Green Self-Efficacy (GSE) serving as a mediating variable. Using data collected from 120 respondents, the analysis reveals that GTL and GPOS positively influence GSE. Nevertheless, only GTL directly contributes to GEI, whereas the influence of GPOS on GEI is mediated through GSE. These outcomes emphasize the critical role of leadership and organizational backing in enhancing employees' confidence to pursue green entrepreneurship. The study concludes that strengthening green self-efficacy and promoting environmentally conscious leadership are essential strategies to support sustainable innovation within retail organizations.

Keywords: Green Transformational Leadership, Green Perceived Organizational Support, Green Self-Efficacy, Green Entrepreneurial Intention.

JEL Code: M14, Q56, L26, D23, M12.

I. Introduction

The retail sector is transforming significantly due to shifting consumer preferences, rapid technological advancement, and growing environmental consciousness. Today's consumers evaluate product price and quality, consider how products are made, and whether companies adopt sustainable practices (Saleem et al., 2024). Around 73% of consumers globally are willing to change their consumption habits to reduce environmental impact (Nielsen, 2021). The demand for eco-friendly products has also increased in Indonesia, signaling a trend toward sustainability-focused businesses. As retail businesses face pressure to become greener, sustainability is no longer viewed as a peripheral concern but a core strategy to maintain competitiveness, reputation, and long-term viability. This paradigm shift pushes companies to innovate in products and services and develop human resources who embrace green values and proactive behavior in sustainability efforts. Thus, green entrepreneurial behavior among employees becomes critical, especially in industries like retail, where operational decisions often have direct environmental consequences.

At the same time, human capital, especially Generation Y, plays a pivotal role in supporting this transition. Gen Y is known for being creative, valuing self-expression, and looking for meaningful work that matches their values (Kurniawan et al., 2023). In 2020, Gen Y sought meaningful work that aligns with their values (Sivapatham et al., 2022). In Indonesia, individuals aged 25–34, who essentially represented Gen Y, accounted for approximately 34% of the labor force (BPS, 2022). Their dominant presence in the workforce makes them a strategic focus for promoting sustainable entrepreneurship within organizations. In response to these developments, many retail companies in Indonesia have started implementing eco-conscious practices such as minimizing environmental footprints, promoting organic goods, encouraging recycling, and digitizing processes to reduce paper use (Muttaqin & Silvya Sari, 2023), driven also by government regulations. Most of these efforts are encouraged by government rules. However, beyond external mandates, internal factors such as employees' mindset and belief in their capabilities are equally essential for successful sustainability efforts.

Although Gen Y tends to be socially and environmentally aware (Yudhaputri et al., 2021), this awareness does not always translate into Green Entrepreneurial Intention (GEI), often hindered by internal and external barriers. Many Gen Y employees in Indonesia struggle to actively engage in sustainability initiatives due to a lack of organizational support, traditional leadership styles, and low self-efficacy related to environmental action. Green Entrepreneurial Intention is a person's desire to start or support environmentally responsible businesses. However, even if someone has high awareness, a lack of self-belief or support can block that intention. Green Perceived Organizational Support (Özgül & Demir, 2024) is important in enhancing Green Self-Efficacy (Liu et al., 2020). However, there remains a gap in understanding how organizational support and leadership practices specifically shape green entrepreneurial intention, especially among millennial retail workers in the Indonesian context. This study explores how green transformational leadership and organizational support influence green entrepreneurial intention (GEI) among Gen Y employees in the South Tangerang retail sector. It also examines the role of Green Self-Efficacy in this relationship, based on prior findings that self-efficacy may act as a psychological mechanism linking leadership and support to behavioral intentions. Focusing on Gen Y employees in the retail sector, this study addresses the behavioral gap between sustainability awareness and entrepreneurial action.

II. Literature Review and Hypothesis Development

Several studies have examined the relationship between environmentally focused leadership and team member behavior, yielding various outcomes depending on leadership style, employee confidence, and organizational support mechanisms. For instance, (Özgül & Demir, 2024) found that Green Transformational Leadership (GTL) significantly promotes pro-environmental behavior, especially when aligned with a company's sustainability goals. (Dewanti & Emilisa, 2023) Show that CEOs who support environmental objectives could increase workers' Green Self-Efficacy (GSE), or belief in their (Monica & Emilisa, 2022) stressed especially the importance of Green Perceived Organizational Support (GPOS), which helps to close the distance between leadership and employee behavior by making individuals feel their environmental efforts are recognized. Still, results are not always constant. While (Cai et al., 2022) concluded that organizational support alone was insufficient without strong leadership or personal belief in one's ability to act, (Tantawi & Noviana, 2024) found that GTL had no significant effect on green entrepreneurial intention when employees lacked confidence in their green ability. These inconsistencies, particularly among Generation Y employees in Indonesia's retail industry, contradicting results draw attention to a gap in the study on the combined impact of GTL, GPOS, and GSE in predicting Green Entrepreneurial Intention (GEI). This group is important due to its dominant role in the retail sector, adaptability to digital innovation, and increasing environmental awareness, making them ideal change agents for sustainable entrepreneurship.

This study seeks to provide a comprehensive understanding of how leadership and organizational support interact to influence green entrepreneurial intention through the mediating role of green self-efficacy. The study offers actionable implications for businesses in developing economies, especially in

Indonesia, by identifying key leadership and support strategies that strengthen green entrepreneurship initiatives. These strategies must inspire and empower employees to internalize pro-environmental values as part of their entrepreneurial mindset. In doing so, green entrepreneurship becomes more than a compliance-driven behavior—it transforms into a value-driven initiative embedded within individual and organizational identity. Furthermore, the dynamic nature of Generation Y, known for its openness to innovation and value-driven decisions, makes this cohort a strategic target for nurturing sustainable business practices. Therefore, it is essential to understand their motivations, behavioral tendencies, and responses to leadership and support mechanisms. By incorporating psychological factors such as green self-efficacy, organizations can better calibrate their leadership approaches and support systems to cultivate environmentally responsible behavior and long-term entrepreneurial aspirations. This nuanced understanding can bridge the disconnect between environmental ideals and actual entrepreneurial execution, contributing to a broader green economy agenda. Consequently, this research fills the empirical gap by providing an integrated framework that examines how leadership, support, and individual belief systems converge to promote green entrepreneurship in contexts increasingly shaped by ecological demands and generational change.

2.1. Theoretical Review

2.1.1. Green Transformational Leadership

Green transformational leadership is one kind of transformative leadership with an eye on environmental sustainability. Monica & Emilisa (2022) define GTL as a leadership style that motivates employees to engage in eco-friendly practices and supports the organization's environmental mission. It fosters proactive green behavior beyond employees' routine responsibilities. The impact of GTL is especially pronounced in organizations with a strong green identity. (Özgül & Demir, 2024) Further describe that green transformational leadership focuses on presenting a clear environmental vision and providing subordinates assistance and encouragement to attain corporate sustainability targets. Using a social cognitive approach, this leadership style promotes personal development, thereby boosting workers' ideas in green initiatives through clear guidance, a cooperative working atmosphere, tying actions to outcomes, and continuous positive feedback.

Green Transformational Leadership combines environmental sustainability ideas into corporate culture so that leaders inspire staff members and act as role models in applying pro-environmental policies. Leaders' behavior as role models for social and environmental standards, communication of an inspiring green vision, intellectual stimulation to encourage green innovation and creativity, and individualized consideration supporting employee engagement in green initiatives are among the fundamental dimensions of Green Transformational Leadership (Sobaih et al., 2022). Four dimensions—a clear environmental vision, leaders' influence in building pro-environmental culture, encouragement of green innovation and environmentally friendly technology, and support of employee involvement in green initiatives—also underlie (Nilam et al., 2024). Important factors include inspiring motivation, idealistic impact, intellectual stimulation, and a vision of organizational green support supplied by (Abourokbah et al., 2024), hence building a good working environment for green projects.

2.1.2. Green Perceived Organizational Support

Green Perceived Organizational Support is the view of workers on their contributions to environmental efforts by the company (Özgül & Demir, 2024). Companies should pay great attention to this concept if perceived support will motivate employees to engage more actively and help attain environmental aims. Besides motivation, Green Perceived Organizational Support improves the ecological culture within the company and general environmental performance. Green Human Resource Management (GHRM) projects, including recruiting, training, and performance assessment, targeted toward environmental sustainability,

help promote this support attitude (Qadir & Chaudhry, 2024). This assistance also increases people's confidence in carrying out sustainability projects and drives the innovation of company environmental policies (Tantawi & Noviana, 2024). Policies showing a dedication to sustainability include establishing environmental teams, honoring staff members' achievements, and continuous training programs, indicating businesses' support.

Fetriah & Herminingsih (2023). Therefore, one may define green perceived organizational support as workers' opinion that the company values their participation in environmental projects. Among the several aspects of Green Perceived Organizational Support (Tantawi & Noviana, 2024) are green infrastructure supporting environmentally friendly practices, green compensation as employee incentives, green training to improve sustainability knowledge and skills, and green facilities enabling eco-friendly policies. Add traits including recognition of employee efforts, organizational dedication to workers' environmental ideas and ambitions, attention to employees' sustainability views, and acknowledgment of employees' environmental triumphs. (Rafique et al., 2024) cite green training and skill development, environmentally conscious recruitment and selection, employee involvement in environmental initiatives, and performance management appreciating sustainability contributions as indicators influencing Green Perceived Organizational Support. Key components in creating the appearance of green corporate support, Kerse (2024) states, include incentives for employee contributions, organizational support for green behaviors, workers' opinions of business environmental policies, and enjoyment of engagement in sustainability activities.

2.1.3. Green Self-Efficacy

Green self-efficacy is the view of individuals on their ability to act in ways that improve the state of the environment. It is claimed that this concept relates to workers' confidence in actively supporting environmental sustainability projects, thereby promoting the development of new skills and environmental consciousness. It also relates to people's capacity to carry out daily sustainable behaviors and trash reduction, encouraging sustainability (Sh. Ahmad et al., 2022). Green Self-Efficacy, often called Green Entrepreneurial Self-Efficacy, is people's belief in helping solve and preserve environmental issues (Guo, 2022). (Tantawi & Noviana, 2024), Note that those with low Green Self-Efficacy find it challenging to engage in green activities while actively understanding their significance. According to Green Self-Efficacy mainly consists on belief in personal abilities to attain environmental objectives, ability to overcome environmental problems, and drive to build new skills supporting green behavior, followed by (Alshebami et al., 2024) add additional thorough elements including motivation for green product innovation, confidence in manufacturing green goods, capacity to discover sustainable market prospects, resistance to green invention failures, and inventiveness in tackling environmental concerns. Indicators of green self-efficacy include people's potential to contribute to environmental sustainability, confidence in confronting environmental concerns, and capacity to make green purchases. These are confidence in handling environmental difficulties, the capacity to change green behavior, belief in supporting sustainability, and a drive to help environmental programs.

2.1.4. Green Entrepreneurial Intention

Green entrepreneurial intention is characterized especially among students as the aim of launching and growing businesses targeted at environmental sustainability. Affected by elements like self-efficacy, entrepreneurial inventiveness, entrepreneurship education, financial support, and sustainability principles, this idea is crucial in addressing environmental damage and social challenges (Cai et al., 2022; Amankwah & Sesen, 2021). Strong environmental awareness individuals may see green entrepreneurship as a possible career path. Intention (Santika et al., 2022).

2.2. Conceptual Framework

Based on the reviewed literature, the proposed conceptual model examines the direct and indirect effects of GTL and GPOS on GEI through the mediating role of GSE. Especially in retail, Green Entrepreneurial Intention inspires people to launch and expand environmentally friendly companies, therefore demonstrating a dedication to sustainability within growing consumer awareness and laws. (Alshebami et al., 2024). Green Transformational Leadership helps to develop this aim by offering a clear sustainability vision and supporting environmentally friendly solutions, such as waste reduction and using sustainable materials. (Özgül & Demir, 2024). Green Perceived Organizational Support is the view of workers on organizational support via policies and incentives aimed at green projects. GSE, in turn, enhances the likelihood of employees acting on their green entrepreneurial goals.

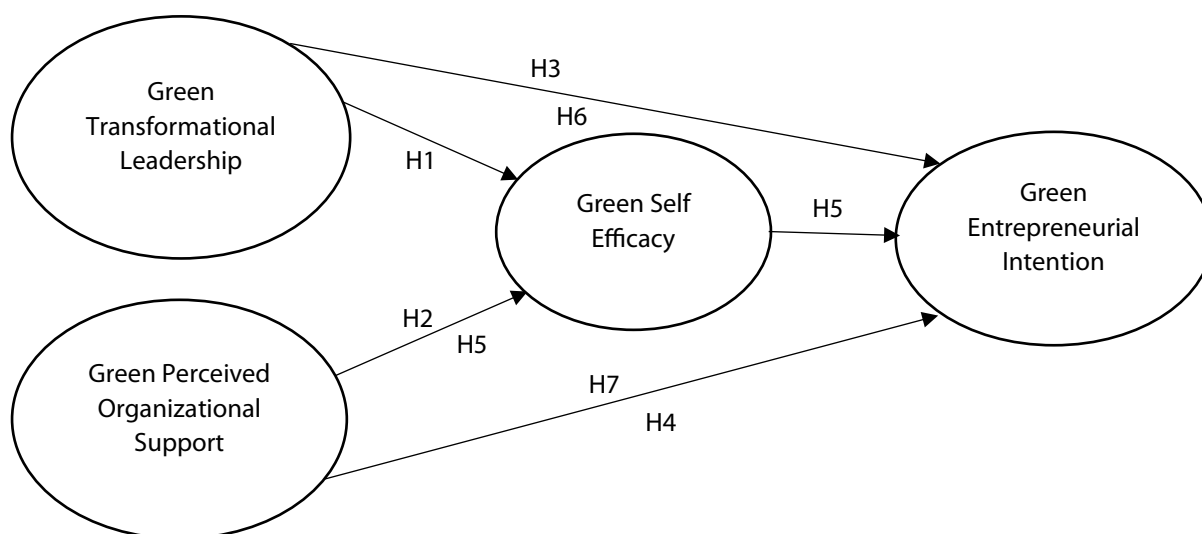


Figure 1. Conceptual Framework

2.3. Hypothesis Development

Inspired by green transformational leadership (GTL), staff members are guided toward adopting sustainable practices. GTL improves green creativity, according to (Abourokbah et al., 2024) Hence, enhancing GSE. (Özgül & Demir, 2024) Underline how GTL indirectly increases GSE through a more apparent organizational support. Green Transformational Leadership positively influences Green Self-Efficacy. Reflecting workers' view of organizational support for sustainability initiatives, Green Perceived Organizational Support (GPOS), Sustainable policies, according to (Tantawi & Noviana, 2024). Raise staff trust in handling green activities. In a similar vein, (Sh. Ahmad et al., 2022) Training and recognition programs have shown that GSE has improved. Green Perceived Organizational Support positively influences Green Self-Efficacy. Through a clear vision and inspiring people to participate in green projects, green transformational leadership helps to promote Green Entrepreneurial Intention (GEI) (Alshebami, 2023). This kind of leadership develops a work environment focused on sustainability. (Cai et al., 2022) Moreover, promotes green innovation as a viable career path (Santika et al., 2023). Green Transformational Leadership positively influences Green Entrepreneurial Intention.

GPOS drives people to launch green companies when they experience organizational support, helping GEI to be shaped (Özgül & Demir, 2024). (Wang et al., 2021) Discovered that regulations and environmentally friendly facilities raise people's desire to participate in green business. Qin et al. (2024) underline again the need for green training and incentives. Green Perceived Organizational Support positively influences Green Entrepreneurial Intention. GSE significantly forms GEI as people with high green

self-efficacy are more sure of founding and running green companies (Alshebami et al., 2024). (Guo, 2022) noted that higher self-efficacy increases willingness to take entrepreneurial risks, while Qin et al. (2024) confirmed its positive effect on GEI. Green Self-Efficacy positively influences Green Entrepreneurial Intention.

GSE mediates the relationship between GTL and GEI. Leaders who promote sustainability enhance employees' confidence, boosting their green entrepreneurial intention. (Özgül & Demir, 2024). (Sh. Ahmad et al., 2022) Also found that GTL influences GEI both directly and indirectly through GSE. Green Self-Efficacy mediates the relationship between Green Transformational Leadership and Green Entrepreneurial Intention. GSE also mediates the link between GPOS and GEI. When employees perceive organizational support for sustainability, their self-efficacy improves, leading to stronger green entrepreneurial intentions (Wang et al., 2021). (Sh. Ahmad et al., 2022) confirmed this indirect relationship through enhanced GSE. Green Self-Efficacy mediates the relationship between Green Perceived Organizational Support and Green Entrepreneurial Intention.

III. Research Method

3.1. Sample and Design

This study employed a quantitative approach using a cross-sectional survey design to examine the relationship between Green Transformational Leadership, Green Perceived Organizational Support, Green Self-Efficacy, and Green Entrepreneurial Intention among Generation Y employees in the retail industry of South Tangerang. The selection of constructs and variables was guided by previous studies, ensuring theoretical alignment with the literature reviewed in the earlier chapter. The constructs and measurements were derived from instruments used in prior validated research, and their application in this study was grounded in the theoretical framework presented in the literature review. The study focused on retail workers born between 1981 and 1996 (commonly referred to as Generation Y or Millennials), who had a minimum of one year of work experience.

3.2. Measurement

This study examined four key variables: Green Transformational Leadership, Green Perceived Organizational Support, Green Self-Efficacy (as a mediator), and Green Entrepreneurial Intention (as the dependent variable). All constructs were measured using a five-point Likert scale from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Green Transformational Leadership was assessed with six items adapted from (Özgül & Demir, 2024), while Green Self-Efficacy and Green Entrepreneurial Intention used five indicators from (Alshebami et al., 2024). Green Perceived Organizational Support was measured with four items. The operational definitions of each construct were derived from previous literature. For example, Green Self-Efficacy refers to an individual's belief in their capacity to carry out environmentally responsible behavior. Green Transformational Leadership refers to leadership behaviors that promote environmental values and motivate employees to act pro-environmentally. Green Perceived Organizational Support refers to employees' beliefs that the organization values their environmental contributions. Green Entrepreneurial Intention reflects one's intention to start or engage in environmentally oriented business ventures. Each construct was measured using items previously validated in the literature. The indicators used and their corresponding factor loadings are presented in Table 1. All indicators showed satisfactory loading values, exceeding the minimum recommended threshold of 0.60, indicating good convergent validity. This suggests that each observed item reliably reflects its intended latent construct. Additionally, the item structure supports internal consistency across constructs, confirming the robustness of the measurement model employed in this study.

3.3. Data Collection Technique

This research investigated, among Generation Y retail workers, the effect of Green Transformational Leadership and Green Perceived Organizational Support on Green Entrepreneurial Intention, mediated by Green Self-Efficacy, using a questionnaire as the primary data collection technique. Online surveys sent using Google Forms on social media helped to compile primary data. Secondary data came from books, journals, and papers to bolster the study. Designed from varying variables, the questionnaire captures respondents' degree of agreement using a five-point Likert scale. (Taherdoost, 2022). One hundred fifty questionnaires were distributed, and 120 were returned and usable, yielding a response rate of 80%. Such a high response rate reflects strong interest and alignment of the topic with the target demographic. Furthermore, online distribution methods increased efficiency and accessibility, which is particularly suitable for Generation Y respondents who are technologically adept. This strategy also enabled broader coverage across the South Tangerang retail sector, reaching various businesses and employment settings.

3.4. Sampling Technique

Purposive sampling was utilized in this study to choose subjects based on factors pertinent to the objectives of the investigation. Targeting Generation Y retail workers in South Tangerang. The inclusion criteria were Gen Y employees working in the retail sector in South Tangerang with at least one year of work experience. This approach was chosen because the population has specific characteristics relevant to the theoretical framework. The sample size standard is 5–10 times the 20 questionnaire questions, resulting in 120 respondents to guarantee completeness. However, it is important to note that purposive sampling may introduce selection bias, affecting the generalizability of findings beyond the study population. To enhance the credibility of the results, the sample was drawn from various retail institutions, ensuring heterogeneity in organizational background and business scale. Eligibility checks were conducted to ensure respondents met the defined criteria. While purposive sampling does not allow for statistical generalization, researchers gain in-depth insights from a clearly defined target group, increasing the study's internal consistency.

3.5. Validity Test

Validity testing ensures each statement accurately represents the intended concept, verifying that the instrument reflects the construct measured. This study used a factor loading ≥ 0.50 as the cut-off for item retention. Exploratory Factor Analysis (EFA) with Promax rotation and Confirmatory Factor Analysis (CFA) were conducted to validate the measurement model; items with loadings below 0.50 were removed. Similar standards have been recommended by (Gebremedhin et al., 2022) In a large-scale health services survey, loadings >0.5 were considered acceptable in EFA and CFA. A pre-test and pilot test were also conducted prior to complete distribution.

Table 1. Validity Test

Variable	Green Transformational Leadership	Green Self-Efficacy	Green Perceived Organizational Support	Green Entrepreneurial Intention	Description
GTL1	0.797				Valid
GTL2	0.810				
GTL3	0.785				
GTL4	0.791				
GTL5	0.796				
GTL6	0.747				
GSE1		0.612			
GSE2		0.725			
GSE3		0.653			

Variable	Green Transformational Leadership	Green Self-Efficacy	Green Perceived Organizational Support	Green Entrepreneurial Intention	Description
GSE4		0.666			
GSE5		0.638			
GPOS1			0.852		
GPOS2			0.925		
GPOS3			0.981		
GPOS4			0.926		
GEI1				0.674	
GEI2				0.729	
GEI3				0.753	
GEI4				0.782	
GEI5				0.574	

Factor loading ≥ 0.50 indicated validity: Green Transformational Leadership (0.747–0.810), Green Self-Efficacy (0.612–0.725), Green Perceived Organizational Support (0.852–0.931), and Green Entrepreneurial Intention (0.574–0.782) items were valid.

3.6. Reliability Test

Cronbach's Alpha assesses instrument reliability; values ≥ 0.60 indicate consistent, reliable items, while values < 0.60 suggest unreliability in measurement.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Description
Green Transformational Leadership	0.907	Relabel
Green Self-Efficacy	0.792	
Green Perceived Organizational Support	0.962	
Green Entrepreneurial Intention	0.827	

Based on the data analysis, the Cronbach's Alpha coefficient values demonstrate that each variable has a value ≥ 0.60 . These results indicate that the measurement tools used in this study were consistent and dependable. These findings are consistent with previous studies (Alshebami et al., 2024), which reported similar reliability levels across the constructs.

3.7. Parsimonious Fit Measure

The parsimony fit indices were calculated to adjust the measurement of model fit, allowing for fair comparisons between models with different coefficients.

Table 4. Results of the Model's Goodness of Fit Test

Type of Measurement	Measurement	Value	Recommended Threshold	Decision
Absolute fit measures	P-Value	0.000	≤ 0.05	Poor Fit
	GFI	0.788	≥ 0.90	Poor Fit
	RMSEA	0.086	≤ 0.08	Poor Fit
Incremental fit measures	IFI	0.920	≥ 0.90	Good fit
	TLI	0.905	≥ 0.90	Good fit
	CFI	0.919	≥ 0.90	Good fit
	NFI	0.843	≥ 0.90	Marginal fit
	RFI	0.817	≥ 0.90	Marginal fit

Type of Measurement	Measurement	Value	Recommended Threshold	Decision
Parsimonious fit measures	AGFI	0.727	\leq GFI	Good fit
	CMIN/DF	1.880	Lower limit: 1 or Upper limit: 5	Good fit

The goodness of fit test results show that absolute fit measures indicate poor fit, with p-value 0.000 (cut-off ≤ 0.05), GFI 0.788 (cut-off ≥ 0.90), and RMSEA 0.086 (cut-off ≤ 0.08), all failing criteria. Incremental fit measures demonstrate acceptable fit with IFI 0.920, TLI 0.905, and CFI 0.919 (cut-off ≥ 0.90), while NFI 0.843 and RFI 0.817 indicate marginal fit. Parsimonious fit measures show acceptable AGFI 0.727 and CMIN/DF 1.880 (within 1–5). Each hypothesis was tested through Structural Equation Modeling (SEM) using AMOS 22 software. Standardized path coefficients and significance levels (p-values) were used to assess support for each proposed hypothesis. Although the initial model fit was marginal, modifications were considered. However, no changes were implemented based on modification indices and theoretical relevance, as most parameters already approached acceptable thresholds. This decision was made to maintain the theoretical integrity of the model, as the suggested modifications did not significantly improve model fit nor align with theoretical justification.

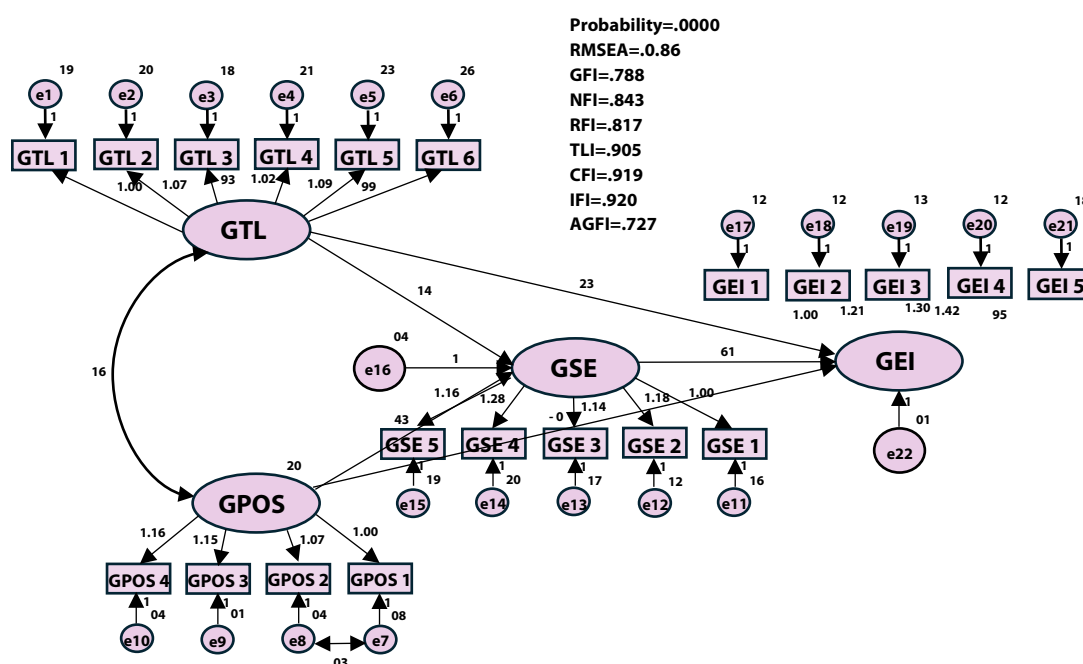


Figure 2. Structural Equation Model Result Using AMOS

3.8. Demographic Characteristics of Respondents

The demographic profile of the 120 respondents included gender, age, and work location.

Table 5. Characteristics of Respondents

Measurement	n	%
Gender		
Male	45	37.5
Female	75	62.5
Age (years-old)		
29-33	74	61.7

Measurement	n	%
34-37	35	29.2
38-41	8	6.7
42-44	3	2.5
Work Location		
Ciputat	25	20.8
BSD	30	25.0
Serpong	25	20.8
Pondok Aren	20	16.7
Pamulang	20	16.7

Source: Processed Using SPSS

This demographic information illustrates a predominance of female respondents (62.5%), with the largest age group being 29–33 (61.7%). BSD had the highest respondent representation (25%), followed by Ciputat and Serpong.

IV. Results and Discussion

4.1. Results of the Study

4.1.1. Statistical Descriptive

Table 6. Mean Scores of Research Variables

Variable	Mean
Green Transformational Leadership	3.67
Green Self-Efficacy	4.25
Green Perceived Organizational Support	4.04
Green Entrepreneurial Intention	4.31

The variable with the highest mean score was Green Entrepreneurial Intention (4.31), followed by Green Self-Efficacy (4.25), Green Perceived Organizational Support (4.04), and Green Transformational Leadership (3.67). This indicates that respondents have a relatively high green entrepreneurial intention.

4.1.2. Hypothesis Testing

Table 7. Hypothesis Testing

Hypothesis	Description	Estimate (β)	P-Value (≤ 0.05)	Decision
H1	Green Transformational Leadership has a positive effect on Green Self-Efficacy	0.138	0.170	Supported
H2	Green Perceived Organizational Support has a positive effect on Green Self-Efficacy	0.429	0.000	Supported
H3	Green Transformational Leadership has a positive effect on Green Entrepreneurial Intention	0.228	0.000	Supported
H4	Green Perceived Organizational Support hurts Green Entrepreneurial Intention	-0.008	0.920	Not Supported
H5	Green Self-Efficacy has a positive effect on Green Entrepreneurial Intention	0.605	0.000	Supported
H6 (Indirect via Green Self-Efficacy)	Green Transformational Leadership → Green Entrepreneurial Intention	0.083	0.024	Supported

Hypothesis	Description	Estimate (β)	P-Value (≤ 0.05)	Decision
H7 (Direct)	Green Perceived Organizational Support \rightarrow Green Entrepreneurial Intention	-0.008	0.460	Not Supported
H7 (Indirect via Green Self-Efficacy)	Green Perceived Organizational Support \rightarrow Green Entrepreneurial Intention	0.260	0.016	Not Supported

The data clearly show that Green Self-Efficacy is a major mediator in this model. While other factors, including Green Perceived Organizational Support, do not directly influence green entrepreneurial intention, their indirect impact via the improvement of self-efficacy appears to be considerable. This suggests that green entrepreneurial ambition is enhanced using techniques to increase self-efficacy.

Table 8. Mediation Effects

Hypothesis	Description	Estimate	P-Value	Decision
H6a	GTL \rightarrow GEI (Direct)	0.228	0.000	Supported
H6b	GTL \rightarrow GSE \rightarrow GEI (Indirect via GSE)	0.083	0.024	Supported
H7a	GPOS \rightarrow GEI (Direct)	-0.008	0.460	Not Supported
H7b	GPOS \rightarrow GSE \rightarrow GEI (Indirect via GSE)	0.260	0.016	Supported

The data clearly show that Green Self-Efficacy is a significant mediating factor in this model. While other factors, including Green Perceived Organizational Support, do not substantially influence green entrepreneurial intention, their indirect impact through self-efficacy appears to be meaningful. This implies that green entrepreneurial intention is greatly enhanced through mechanisms that improve employees' belief in green capabilities.

4.2. Discussion

The findings show that Green Transformational Leadership (GTL) significantly and positively influences Green Self-Efficacy (GSE) among Generation Y retail employees in South Tangerang. Environmentally conscious leaders inspire staff members to engage in pro-environmental behavior. Previous research (Özgül & Demir, 2024), stressing the need for GTL in improving GSE using role modeling, inspiration, and motivation toward sustainability, corroborates this conclusion. Similarly, GPOS was shown to significantly and favorably affect GSE. Workers who feel that their company supports sustainability strongly have more faith in using pro-environmental behaviors. Rubel et al. (2025) and Rafique et al. (2024) underline the need for GPOS to enhance GSE using policies, training, and appreciation of team members' environmental contributions. Moreover, GTL was found to positively and significantly impact Green Entrepreneurial Intention (GEI). Environmentally oriented leadership helps foster green entrepreneurial aspirations among millennial workers. Studies by Ibarra-Cisneros et al. (2024), Altassan (2024), and Nusraningrum et al. (2023) confirm that GTL promotes invention and sustained entrepreneurial orientation, so this result fits. GPOS and GEI were found to have a statistically negative direct relationship, which contrasts with much of the existing literature. This Unexpected Result may be explained by a lack of targeted support for green entrepreneurship or rigid organizational structures that hinder individual creativity. Supporting research includes Kerse (2024) and Wisanggeni et al. (2023), which show that depending on context and long-term orientation of people, GPOS may have harmful effects. GSE was shown to have a strong and significant positive influence on GEI, suggesting that employees with greater belief in their ability to contribute to environmental solutions are likelier to pursue green entrepreneurial paths. Studies by Guo (2022), Alshebami (2023), Gregori et al. (2024), and Aurellia & Nuringsih (2023), which underline the crucial role GSE plays in forming sustainable entrepreneurial goals, line up with this result. To strengthen the internal drivers behind green behavior, organizations must also consider the role of digital capability. Organizations must strategically leverage digital

resources including data utilization and digital talent management to build employees' capabilities and competitiveness in the modern era, which supports green transformational leadership effect (Willie, 2024) systems such as HRMS, big data, and AI help strengthen transparency, accountability, and support mechanisms, which are foundational in reinforcing employees' green self efficacy (Paroli, 2025).

Additionally, integrating digital leadership and competence is critical in fostering environmental innovation and resilience among employees, particularly in today's dynamic organizational environment. (Natasha et al., 2025) highlighted that digital leadership and digital competence significantly enhance team member performance and resilience, factors that can further amplify the effectiveness of green leadership and support structures in promoting green entrepreneurial behaviour. As millennial workers are more value-driven and sustainability-conscious, transformational leaders who embody green values are critical in shaping internal efficacy beliefs. The analysis confirms that GSE mediates the relationship between GTL and GEI. Thus, GTL influences GEI directly and indirectly enhances it by building employees' environmental self-confidence. Furthermore, GSE also mediates the relationship between GPOS and GEI. Although the direct effect of GPOS on GEI is adverse, the indirect pathway through GSE is positive and significant. This implies that without psychological reinforcement, organizational support alone may not be sufficient to foster entrepreneurial intention. However, when GPOS strengthens employees' self-efficacy, its effect on GEI becomes favorable.

These results highlight the need for GSE as a psychological mediator in clarifying the dynamic effect of GPOS on GEI (Rafique et al., 2024; Rubel et al., 2025). The analysis confirms that GSE mediates the relationship between GTL and GEI. Thus, GTL influences GEI directly and indirectly enhances it by building employees' environmental self-confidence. Furthermore, GSE also mediates the relationship between GPOS and GEI. Although the direct effect of GPOS on GEI is adverse, the indirect pathway through GSE is positive and significant. This implies that without psychological reinforcement, organizational support alone may not be sufficient to foster entrepreneurial intention. However, when GPOS strengthens employees' self-efficacy, its effect on GEI becomes favorable. These results highlight the need for GSE as a psychological mediator in clarifying the dynamic effect of GPOS on GEI (Rafique et al., 2024; Rubel et al., 2025).

V. Conclusion

This study examined the effects of Green Transformational Leadership (GTL) and Green Perceived Organizational Support (GPOS) on Green Entrepreneurial Intention (GEI), with Green Self-Efficacy (GSE) as a mediating variable. Based on data from 120 millennial employees in the South Tangerang retail industry, the findings confirm that GSE is pivotal in linking leadership and organizational support to entrepreneurial intention. Both GTL and GPOS significantly influence GSE, which strongly predicts GEI. Although GPOS does not directly affect GEI, its influence is transmitted through the enhancement of GSE. The mediation model demonstrates direct and indirect effects, offering meaningful insights into how leadership and support mechanisms influence sustainable entrepreneurship. These findings address the research questions posed at the beginning of the study and contribute to a deeper understanding of the psychological mechanisms underpinning green entrepreneurial intention.

The findings of this study have several managerial implications, suggesting that companies should focus on enhancing leadership practices, providing environmental training, and fostering employee confidence to support green innovation. Beyond the immediate context of the study, these insights also contribute to broader sustainability strategies by highlighting the importance of psychological foundations—such as self-efficacy—in encouraging proactive environmental behavior across various industries. However, this study is limited to Generation Y employees within a specific regional retail context. Future research should consider expanding the scope to include cross-generational comparisons and multiple industry sectors. Additionally, incorporating other variables such as green workplace climate and environmental commitment may offer a deeper understanding of the underlying mechanisms that drive Green Entrepreneurial Intention.

Furthermore, future investigations may benefit from exploring longitudinal designs to observe how leadership, support, and self-efficacy relationships evolve. Incorporating qualitative approaches, such as in-

depth interviews or case studies, could also yield richer contextual insights regarding how individuals internalize and translate green leadership and support into entrepreneurial action. With these perspectives in mind, organizations are encouraged to adopt a more holistic approach that synergizes leadership development, environmental support systems, employee empowerment, and green innovation. Doing so will enhance individual entrepreneurial intention and strengthen the organization's overall sustainability performance and resilience in the face of ecological challenges.

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Antecedents and Consequences of Green Self-Efficacy: Cases from Gen Y Employees in Retail Industries

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ABSTRACT

² This research explores the impact of Green Transformational Leadership (GTL) and Green Perceived Organizational Support (GPOS) on Green Entrepreneurial Intention (GEI) among Generation Y employees in the retail sector of South Tangerang, with Green Self-Efficacy (GSE) serving as a mediating variable. Using data collected from 120 respondents, the analysis reveals that GTL and GPOS positively influence GSE. Nevertheless, only GTL directly contributes to GEI, whereas the influence of GPOS on GEI is mediated through GSE. These outcomes emphasize the critical role of leadership and organizational backing in enhancing employees' confidence to pursue green entrepreneurship. The study concludes that strengthening green self-efficacy and promoting environmentally conscious leadership are essential strategies to support sustainable innovation within retail organizations.

² **Keywords:** Green Transformational Leadership, Green Perceived Organizational Support, Green Self-Efficacy, Green Entrepreneurial Intention.

JEL Code: M14, Q56, L26, D23, M12.

I. Introduction

The retail sector is transforming significantly due to shifting consumer preferences, rapid technological advancement, and growing environmental consciousness. Today's consumers evaluate product price and quality, consider how products are made, and whether companies adopt sustainable practices (Saleem et al., 2024). Around 73% of consumers globally are willing to change their consumption habits to reduce environmental impact (Nielsen, 2021). The demand for eco-friendly products has also increased in Indonesia, signaling a trend toward sustainability-focused businesses. As retail businesses face pressure to become greener, sustainability is no longer viewed as a peripheral concern but a core strategy to maintain competitiveness, reputation, and long-term viability. This paradigm shift pushes companies to innovate in products and services and develop human resources who embrace green values and proactive behavior in sustainability efforts. Thus, green entrepreneurial behavior among employees becomes critical, especially in industries like retail, where operational decisions often have direct environmental consequences.



At the same time, human capital, especially Generation Y, plays a pivotal role in supporting this transition. Gen Y is known for being creative, valuing self-expression, and looking for meaningful work that matches their values (Kurniawan et al., 2023). In 2020, Gen Y sought meaningful work that aligns with their values (Sivapatham et al., 2022). In Indonesia, individuals aged 25–34, who essentially represented Gen Y, accounted for approximately 34% of the labor force (BPS, 2022). Their dominant presence in the workforce makes them a strategic focus for promoting sustainable entrepreneurship within organizations. In response to these developments, many retail companies in Indonesia have started implementing eco-conscious practices such as minimizing environmental footprints, promoting organic goods, encouraging recycling, and digitizing processes to reduce paper use (Muttaqin & Silvya Sari, 2023), driven also by government regulations. Most of these efforts are encouraged by government rules. However, beyond external mandates, internal factors such as employees' mindset and belief in their capabilities are equally essential for successful sustainability efforts.

Although Gen Y tends to be socially and environmentally aware (Yudhaputri et al., 2021), this awareness does not always translate into Green Entrepreneurial Intention (GEI), often hindered by internal and external barriers. Many Gen Y employees in Indonesia struggle to actively engage in sustainability initiatives due to a lack of organizational support, traditional leadership styles, and low self-efficacy related to environmental action. Green Entrepreneurial Intention is a person's desire to start or support environmentally responsible businesses. However, even if someone has high awareness, a lack of self-belief or support can block that intention. Green Perceived Organizational Support (Özgül & Demir, 2024) is important in enhancing Green Self-Efficacy (Liu et al., 2020). However, there remains a gap in understanding how organizational support and leadership practices specifically shape green entrepreneurial intention, especially among millennial retail workers in the Indonesian context. This study explores how green transformational leadership and organizational support influence green entrepreneurial intention (GEI) among Gen Y employees in the South Tangerang retail sector. It also examines the role of Green Self-Efficacy in this relationship, based on prior findings that self-efficacy may act as a psychological mechanism linking leadership and support to behavioral intentions. Focusing on Gen Y employees in the retail sector, this study addresses the behavioral gap between sustainability awareness and entrepreneurial action.

II. Literature Review and Hypothesis Development

Several studies have examined the relationship between environmentally focused leadership and team member behavior, yielding various outcomes depending on leadership style, employee confidence, and organizational support mechanisms. For instance, (Özgül & Demir, 2024) found that Green Transformational Leadership (GTL) significantly promotes pro-environmental behavior, especially when aligned with a company's sustainability goals. (Dewanti & Emilisa, 2023) Show that CEOs who support environmental objectives could increase workers' Green Self-Efficacy (GSE), or belief in their (Monica & Emilisa, 2022) stressed especially the importance of Green Perceived Organizational Support (GPOS), which helps to close the distance between leadership and employee behavior by making individuals feel their environmental efforts are recognized. Still, results are not always constant. While (Cai et al., 2022) concluded that organizational support alone was insufficient without strong leadership or personal belief in one's ability to act, (Tantawi & Noviana, 2024) found that GTL had no significant effect on green entrepreneurial intention when employees lacked confidence in their green ability. These inconsistencies, particularly among Generation Y employees in Indonesia's retail industry, contradicting results draw attention to a gap in the study on the combined impact of GTL, GPOS, and GSE in predicting Green Entrepreneurial Intention (GEI). This group is important due to its dominant role in the retail sector, adaptability to digital innovation, and increasing environmental awareness, making them ideal change agents for sustainable entrepreneurship.

This study seeks to provide a comprehensive understanding of how leadership and organizational support interact to influence green entrepreneurial intention through the mediating role of green self-efficacy. The study offers actionable implications for businesses in developing economies, especially in



Indonesia, by identifying key leadership and support strategies that strengthen green entrepreneurship initiatives. These strategies must inspire and empower employees to internalize pro-environmental values as part of their entrepreneurial mindset. In doing so, green entrepreneurship becomes more than a compliance-driven behavior—it transforms into a value-driven initiative embedded within individual and organizational identity. Furthermore, the dynamic nature of Generation Y, known for its openness to innovation and value-driven decisions, makes this cohort a strategic target for nurturing sustainable business practices. Therefore, it is essential to understand their motivations, behavioral tendencies, and responses to leadership and support mechanisms. By incorporating psychological factors such as green self-efficacy, organizations can better calibrate their leadership approaches and support systems to cultivate environmentally responsible behavior and long-term entrepreneurial aspirations. This nuanced understanding can bridge the disconnect between environmental ideals and actual entrepreneurial execution, contributing to a broader green economy agenda. Consequently, this research fills the empirical gap by providing an integrated framework that examines how leadership, support, and individual belief systems converge to promote green entrepreneurship in contexts increasingly shaped by ecological demands and generational change.

2.1. Theoretical Review

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2.1.1. Green Transformational Leadership

Green transformational leadership is one kind of transformative leadership with an eye on environmental sustainability. Monica & Emiliya (2022) define GTL as a leadership style that motivates employees to engage in eco-friendly practices and supports the organization's environmental mission. It fosters proactive green behavior beyond employees' routine responsibilities. The impact of GTL is especially pronounced in organizations with a strong green identity. (Özgül & Demir, 2024) Further describe that green transformational leadership focuses on presenting a clear environmental vision and providing subordinates assistance and encouragement to attain corporate sustainability targets. Using a social cognitive approach, this leadership style promotes personal development, thereby boosting workers' ideas in green initiatives through clear guidance, a cooperative working atmosphere, tying actions to outcomes, and continuous positive feedback.

Green Transformational Leadership combines environmental sustainability ideas into corporate culture so that leaders inspire staff members and act as role models in applying pro-environmental policies. Leaders' behavior as role models for social and environmental standards, communication of an inspiring green vision, intellectual stimulation to encourage green innovation and creativity, and individualized consideration supporting employee engagement in green initiatives are among the fundamental dimensions of Green Transformational Leadership (Sobaih et al., 2022). Four dimensions—a clear environmental vision, leaders' influence in building pro-environmental culture, encouragement of green innovation and environmentally friendly technology, and support of employee involvement in green initiatives—also underlie (Nilam et al., 2024). Important factors include inspiring motivation, idealistic impact, intellectual stimulation, and a vision of organizational green support supplied by (Abourokbah et al., 2024), hence building a good working environment for green projects.

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2.1.2. Green Perceived Organizational Support

Green Perceived Organizational Support is the view of workers on their contributions to environmental efforts by the company (Özgül & Demir, 2024). Companies should pay great attention to this concept if perceived support will motivate employees to engage more actively and help attain environmental aims. Besides motivation, Green Perceived Organizational Support improves the ecological culture within the company and general environmental performance. Green Human Resource Management (GHRM) projects, including recruiting, training, and performance assessment, targeted toward environmental sustainability,



help promote this support attitude (Qadir & Chaudhry, 2024). This assistance also increases people's confidence in carrying out sustainability projects and drives the innovation of company environmental policies (Tantawi & Noviana, 2024). Policies showing a dedication to sustainability include establishing environmental teams, honoring staff members' achievements, and continuous training programs, indicating businesses' support.

Fetriah & Herminingsih (2023). Therefore, one may define green perceived organizational support as workers' opinion that the company values their participation in environmental projects. Among the several aspects of Green Perceived Organizational Support (Tantawi & Noviana, 2024) are green infrastructure supporting environmentally friendly practices, green compensation as employee incentives, green training to improve sustainability knowledge and skills, and green facilities enabling eco-friendly policies. Add traits including recognition of employee efforts, organizational dedication to workers' environmental ideas and ambitions, attention to employees' sustainability views, and acknowledgment of employees' environmental triumphs. (Rafique et al., 2024) cite green training and skill development, environmentally conscious recruitment and selection, employee involvement in environmental initiatives, and performance management appreciating sustainability contributions as indicators influencing Green Perceived Organizational Support. Key components in creating the appearance of green corporate support, Kerse (2024) states, include incentives for employee contributions, organizational support for green behaviors, workers' opinions of business environmental policies, and enjoyment of engagement in sustainability activities.

2.1.3. Green Self-Efficacy

Green self-efficacy is the view of individuals on their ability to act in ways that improve the state of the environment. It is claimed that this concept relates to workers' confidence in actively supporting environmental sustainability projects, thereby promoting the development of new skills and environmental consciousness. It also relates to people's capacity to carry out daily sustainable behaviors and trash reduction, encouraging sustainability (Sh. Ahmad et al., 2022). Green Self-Efficacy, often called Green Entrepreneurial Self-Efficacy, is people's belief in helping solve and preserve environmental issues (Guo, 2022). (Tantawi & Noviana, 2024), Note that those with low Green Self-Efficacy find it challenging to engage in green activities while actively understanding their significance. According to Green Self-Efficacy mainly consists on belief in personal abilities to attain environmental objectives, ability to overcome environmental problems, and drive to build new skills supporting green behavior, followed by (Alshebami et al., 2024) add additional thorough elements including motivation for green product innovation, confidence in manufacturing green goods, capacity to discover sustainable market prospects, resistance to green invention failures, and inventiveness in tackling environmental concerns. Indicators of green self-efficacy include people's potential to contribute to environmental sustainability, confidence in confronting environmental concerns, and capacity to make green purchases. These are confidence in handling environmental difficulties, the capacity to change green behavior, belief in supporting sustainability, and a drive to help environmental programs.

2.1.4. Green Entrepreneurial Intention

Green entrepreneurial intention is characterized especially among students as the aim of launching and growing businesses targeted at environmental sustainability. Affected by elements like self-efficacy, entrepreneurial inventiveness, entrepreneurship education, financial support, and sustainability principles, this idea is crucial in addressing environmental damage and social challenges (Cai et al., 2022; Amankwah & Sesen, 2021). Strong environmental awareness individuals may see green entrepreneurship as a possible career path. Intention (Santika et al., 2022).

2.2. Conceptual Framework



Based on the reviewed literature, the proposed conceptual model examines the direct and indirect effects of GTL and GPOS on GEI through the mediating role of GSE. Especially in retail, Green Entrepreneurial Intention inspires people to launch and expand environmentally friendly companies, therefore demonstrating a dedication to sustainability within growing consumer awareness and laws. (Alshebami et al., 2024). Green Transformational Leadership helps to develop this aim by offering a clear sustainability vision and supporting environmentally friendly solutions, such as waste reduction and using sustainable materials. (Özgül & Demir, 2024). Green Perceived Organizational Support is the view of workers on organizational support via policies and incentives aimed at green projects. GSE, in turn, enhances the likelihood of employees acting on their green entrepreneurial goals.

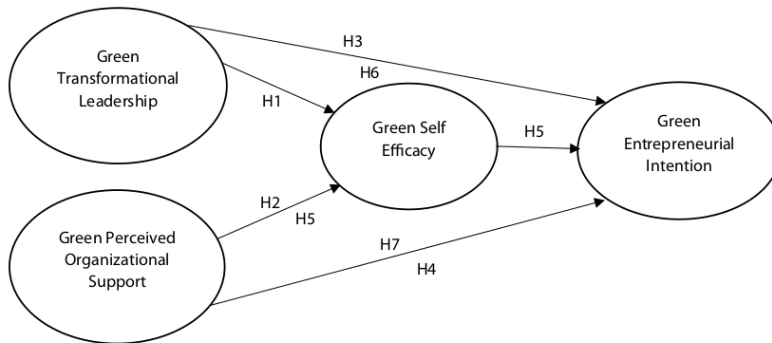


Figure 1. Conceptual Framework

2.3. Hypothesis Development

Inspired by green transformational leadership (GTL), staff members are guided toward adopting sustainable practices. GTL improves green creativity, according to (Abourobah et al., 2024) Hence, enhancing GSE. (Özgül & Demir, 2024) Underline how GTL indirectly increases GSE through a more apparent organizational support. **Green Transformational Leadership positively influences Green Self-Efficacy.** Reflecting workers' view of organizational support for sustainability initiatives, Green Perceived Organizational Support (GPOS), Sustainable policies, according to (Tantawi & Noviana, 2024). Raise staff trust in handling green activities. In a similar vein, (Sh. Ahmad et al., 2022) Training and recognition programs have shown that GSE has improved. Green Perceived Organizational Support positively influences Green Self-Efficacy. Through a clear vision and inspiring people to participate in green projects, green transformational leadership helps to promote Green Entrepreneurial Intention (GEI) (Alshebami, 2023). This kind of leadership develops a work environment focused on sustainability. (Cai et al., 2022) Moreover, promotes green innovation as a viable career path (Santika et al., 2023). **Green Transformational Leadership positively influences Green Entrepreneurial Intention.**

GPOS drives people to launch green companies when they experience organizational support, helping GEI to be shaped (Özgül & Demir, 2024). (Wang et al., 2021) Discovered that regulations and environmentally friendly facilities raise people's desire to participate in green business. Qin et al. (2024) underline again the need for green training and incentives. Green Perceived Organizational Support positively influences Green Entrepreneurial Intention. GSE significantly forms GEI as people with high green

self-efficacy are more sure of founding and running green companies (Alshebami et al., 2024). (Guo, 2022) noted that higher self-efficacy increases willingness to take entrepreneurial risks, while Qin et al. (2024) confirmed its positive effect on GEI. Green Self-Efficacy positively influences Green Entrepreneurial Intention.

GSE mediates the relationship between GTL and GEI. Leaders who promote sustainability enhance employees' confidence, boosting their green entrepreneurial intention. (Özgül & Demir, 2024). (Sh. Ahmad et al., 2022) Also found that GTL influences GEI both directly and indirectly through GSE. Green Self-Efficacy mediates the relationship between Green Transformational Leadership and Green Entrepreneurial Intention. GSE also mediates the link between GPOS and GEI. When employees perceive organizational support for sustainability, their self-efficacy improves, leading to stronger green entrepreneurial intentions (Wang et al., 2021). (Sh. Ahmad et al., 2022) confirmed this indirect relationship through enhanced GSE. Green Self-Efficacy mediates the relationship between Green Perceived Organizational Support and Green Entrepreneurial Intention.

III. Research Method

3.1. Sample and Design

This study employed a quantitative approach using a cross-sectional survey design to examine the relationship between Green Transformational Leadership, Green Perceived Organizational Support, Green Self-Efficacy, and Green Entrepreneurial Intention among Generation Y employees in the retail industry of South Tangerang. The selection of constructs and variables was guided by previous studies, ensuring theoretical alignment with the literature reviewed in the earlier chapter. The constructs and measurements were derived from instruments used in prior validated research, and their application in this study was grounded in the theoretical framework presented in the literature review. The study focused on retail workers born between 1981 and 1996 (commonly referred to as Generation Y or Millennials), who had a minimum of one year of work experience.

3.2. Measurement

This study examined four key variables: Green Transformational Leadership, Green Perceived Organizational Support, Green Self-Efficacy (as a mediator), and Green Entrepreneurial Intention (as the dependent variable). All constructs were measured using a five-point Likert scale from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). Green Transformational Leadership was assessed with six items adapted from (Özgül & Demir, 2024), while Green Self-Efficacy and Green Entrepreneurial Intention used five indicators from (Alshebami et al., 2024). Green Perceived Organizational Support was measured with four items. The operational definitions of each construct were derived from previous literature. For example, Green Self-Efficacy refers to an individual's belief in their capacity to carry out environmentally responsible behavior. Green Transformational Leadership refers to leadership behaviors that promote environmental values and motivate employees to act pro-environmentally. Green Perceived Organizational Support refers to employees' beliefs that the organization values their environmental contributions. Green Entrepreneurial Intention reflects one's intention to start or engage in environmentally oriented business ventures. Each construct was measured using items previously validated in the literature. The indicators used and their corresponding factor loadings are presented in Table 1. All indicators showed satisfactory loading values, exceeding the minimum recommended threshold of 0.60, indicating good convergent validity. This suggests that each observed item reliably reflects its intended latent construct. Additionally, the item structure supports internal consistency across constructs, confirming the robustness of the measurement model employed in this study.



3.3. Data Collection Technique

This research investigated, among Generation Y retail workers, the effect of Green Transformational Leadership and Green Perceived Organizational Support on Green Entrepreneurial Intention, mediated by Green Self-Efficacy, using a questionnaire as the primary data collection technique. Online surveys sent using Google Forms on social media helped to compile primary data. Secondary data came from books, journals, and papers to bolster the study. Designed from varying variables, the questionnaire captures respondents' degree of agreement using a five-point Likert scale. (Taherdoost, 2022). One hundred fifty questionnaires were distributed, and 120 were returned and usable, yielding a response rate of 80%. Such a high response rate reflects strong interest and alignment of the topic with the target demographic. Furthermore, online distribution methods increased efficiency and accessibility, which is particularly suitable for Generation Y respondents who are technologically adept. This strategy also enabled broader coverage across the South Tangerang retail sector, reaching various businesses and employment settings.

3.4. Sampling Technique

Purposive sampling was utilized in this study to choose subjects based on factors pertinent to the objectives of the investigation. Targeting Generation Y retail workers in South Tangerang. The inclusion criteria were Gen Y employees working in the retail sector in South Tangerang with at least one year of work experience. This approach was chosen because the population has specific characteristics relevant to the theoretical framework. The sample size standard is 5–10 times the 20 questionnaire questions, resulting in 120 respondents to guarantee completeness. However, it is important to note that purposive sampling may introduce selection bias, affecting the generalizability of findings beyond the study population. To enhance the credibility of the results, the sample was drawn from various retail institutions, ensuring heterogeneity in organizational background and business scale. Eligibility checks were conducted to ensure respondents met the defined criteria. While purposive sampling does not allow for statistical generalization, researchers gain in-depth insights from a clearly defined target group, increasing the study's internal consistency.

3.5. Validity Test

Validity testing ensures each statement accurately represents the intended concept, verifying that the instrument reflects the construct measured. This study used a factor loading ≥ 0.50 as the cut-off for item retention. Exploratory Factor Analysis (EFA) with Promax rotation and Confirmatory Factor Analysis (CFA) were conducted to validate the measurement model; items with loadings below 0.50 were removed. Similar standards have been recommended by (Gebremedhin et al., 2022) In a large-scale health services survey, loadings >0.5 were considered acceptable in EFA and CFA. A pre-test and pilot test were also conducted prior to complete distribution.

Table 1. Validity Test

Variable	Green Transformational Leadership	Green Self-Efficacy	Green Perceived Organizational Support	Green Entrepreneurial Intention	Description
GTL1	0.797				Valid
GTL2	0.810				
GTL3	0.785				
GTL4	0.791				
GTL5	0.796				
GTL6	0.747				
GSE1		0.612			
GSE2		0.725			
GSE3		0.653			



Variable	Green Transformational Leadership	Green Self-Efficacy	Green Perceived Organizational Support	Green Entrepreneurial Intention	Description
GSE4		0.666			
GSE5		0.638			
GPOS1			0.852		
GPOS2			0.925		
GPOS3			0.981		
GPOS4			0.926		
GEI1				0.674	
GEI2				0.729	
GEI3				0.753	
GEI4				0.782	
GEI5				0.574	

Factor loading ≥ 0.50 indicated validity: Green Transformational Leadership (0.747–0.810), Green Self-Efficacy (0.612–0.725), Green Perceived Organizational Support (0.852–0.931), and Green Entrepreneurial Intention (0.574–0.782) items were valid.

3.6. Reliability Test

Cronbach's Alpha assesses instrument reliability; values ≥ 0.60 indicate consistent, reliable items, while values < 0.60 suggest unreliability in measurement.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Description
Green Transformational Leadership	0.907	Relabel
Green Self-Efficacy	0.792	
Green Perceived Organizational Support	0.962	
Green Entrepreneurial Intention	0.827	

Based on the data analysis, the Cronbach's Alpha coefficient values demonstrate that each variable has a value ≥ 0.60 . These results indicate that the measurement tools used in this study were consistent and dependable. These findings are consistent with previous studies (Alshebami et al., 2024), which reported similar reliability levels across the constructs.

3.7. Parsimonious Fit Measure

The parsimony fit indices were calculated to adjust the measurement of model fit, allowing for fair comparisons between models with different coefficients.

Table 4. Results of the Model's Goodness of Fit Test

Type of Measurement	Measurement	Value	Recommended Threshold	Decision
Absolute fit measures	P-Value	0.000	≤ 0.05	Poor Fit
	GFI	0.788	≥ 0.90	Poor Fit
	RMSEA	0.086	≤ 0.08	Poor Fit
Incremental fit measures	IFI	0.920	≥ 0.90	Good fit
	TLI	0.905	≥ 0.90	Good fit
	CFI	0.919	≥ 0.90	Good fit
	NFI	0.843	≥ 0.90	Marginal fit
	RFI	0.817	≥ 0.90	Marginal fit



Type of Measurement	Measurement	Value	Recommended Threshold	Decision
Parsimonious fit measures	AGFI	0.727	≤ GFI	Good fit
	CMIN/DF	1.880	Lower limit: 1 or Upper limit: 5	Good fit

The goodness of fit test results show that absolute fit measures indicate poor fit, with p-value 0.000 (cut-off ≤ 0.05), GFI 0.788 (cut-off ≥ 0.90), and RMSEA 0.086 (cut-off ≤ 0.08), all failing criteria. Incremental fit measures demonstrate acceptable fit with IFI 0.920, TLI 0.905, and CFI 0.919 (cut-off ≥ 0.90), while NFI 0.843 and RFI 0.817 indicate marginal fit. Parsimonious fit measures show acceptable AGFI 0.727 and CMIN/DF 1.880 (within 1–5). Each hypothesis was tested through Structural Equation Modeling (SEM) using AMOS 22 software. Standardized path coefficients and significance levels (p-values) were used to assess support for each proposed hypothesis. Although the initial model fit was marginal, modifications were considered. However, no changes were implemented based on modification indices and theoretical relevance, as most parameters already approached acceptable thresholds. This decision was made to maintain the theoretical integrity of the model, as the suggested modifications did not significantly improve model fit nor align with theoretical justification

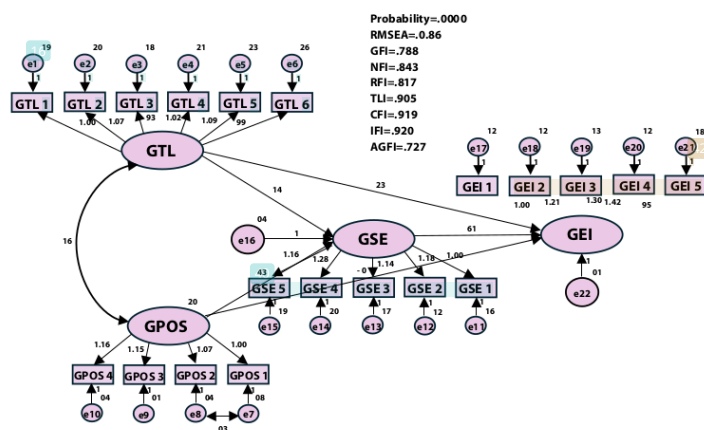


Figure 2. Structural Equation Model Result Using AMOS

3.8. Demographic Characteristics of Respondents

The demographic profile of the 120 respondents included gender, age, and work location.

Table 5. Characteristics of Respondents

Measurement	n	%
Gender		
Male	45	37.5
Female	75	62.5
Age (years-old)		
29-33	74	61.7



Measurement	n	%
34-37	35	29.2
38-41	8	6.7
42-44	3	2.5
Work Location		
Ciputat	25	20.8
BSD	30	25.0
Serpong	25	20.8
Pondok Aren	20	16.7
Pamulang	20	16.7

Source: Processed Using SPSS

This demographic information illustrates a predominance of female respondents (62.5%), with the largest age group being 29–33 (61.7%). BSD had the highest respondent representation (25%), followed by Ciputat and Serpong.

IV. Results and Discussion

4.1. Results of the Study

4.1.1. Statistical Descriptive

Table 6. Mean Scores of Research Variables

Variable	Mean
Green Transformational Leadership	3.67
Green Self-Efficacy	4.25
Green Perceived Organizational Support	4.04
Green Entrepreneurial Intention	4.31

The variable with the highest mean score was Green Entrepreneurial Intention (4.31), followed by Green Self-Efficacy (4.25), Green Perceived Organizational Support (4.04), and Green Transformational Leadership (3.67). This indicates that respondents have a relatively high green entrepreneurial intention.

4.1.2. Hypothesis Testing

Table 7. Hypothesis Testing

Hypothesis	Description	Estimate (β)	P-Value (≤ 0.05)	Decision
H1	Green Transformational Leadership has a positive effect on Green Self-Efficacy	0.138	0.170	Supported
H2	Green Perceived Organizational Support has a positive effect on Green Self-Efficacy	0.429	0.000	Supported
H3	Green Transformational Leadership has a positive effect on Green Entrepreneurial Intention	0.228	0.000	Supported
H4	Green Perceived Organizational Support hurts Green Entrepreneurial Intention	-0.008	0.920	Not Supported
H5	Green Self-Efficacy has a positive effect on Green Entrepreneurial Intention	0.605	0.000	Supported
H6 (Indirect via Green Self-Efficacy)	Green Transformational Leadership → Green Entrepreneurial Intention	0.083	0.024	Supported



Hypothesis	Description	Estimate (β)	P-Value (≤ 0.05)	Decision
H7 (Direct)	Green Perceived Organizational Support → Green Entrepreneurial Intention	-0.008	0.460	Not Supported
H7 (Indirect via Green Self-Efficacy)	Green Perceived Organizational Support → Green Entrepreneurial Intention	0.260	0.016	Not Supported

The data clearly show that Green Self-Efficacy is a major mediator in this model. While other factors, including Green Perceived Organizational Support, do not directly influence green entrepreneurial intention, their indirect impact via the improvement of self-efficacy appears to be considerable. This suggests that green entrepreneurial ambition is enhanced using techniques to increase self-efficacy.

Table 8. Mediation Effects

Hypothesis	Description	Estimate	P-Value	Decision
H6a	GTL → GEI (Direct)	0.228	0.000	Supported
H6b	GTL → GSE → GEI (Indirect via GSE)	0.083	0.024	Supported
H7a	GPOS → GEI (Direct)	-0.008	0.460	Not Supported
H7b	GPOS → GSE → GEI (Indirect via GSE)	0.260	0.016	Supported

The data clearly show that Green Self-Efficacy is a significant mediating factor in this model. While other factors, including Green Perceived Organizational Support, do not substantially influence green entrepreneurial intention, their indirect impact through self-efficacy appears to be meaningful. This implies that green entrepreneurial intention is greatly enhanced through mechanisms that improve employees' belief in green capabilities.

4.2. Discussion

The findings show that Green Transformational Leadership (GTL) significantly and positively influences Green Self-Efficacy (GSE) among Generation Y retail employees in South Tangerang. Environmentally conscious leaders inspire staff members to engage in pro-environmental behavior. Previous research (Özgül & Demir, 2024), stressing the need for GTL in improving GSE using role modeling, inspiration, and motivation toward sustainability, corroborates this conclusion. Similarly, GPOS was shown to significantly and favorably affect GSE. Workers who feel that their company supports sustainability strongly have more faith in using pro-environmental behaviors. Rubel et al. (2025) and Rafique et al. (2024) underline the need for GPOS to enhance GSE using policies, training, and appreciation of team members' environmental contributions. Moreover, GTL was found to positively and significantly impact Green Entrepreneurial Intention (GEI). Environmentally oriented leadership helps foster green entrepreneurial aspirations among millennial workers. Studies by Ibarra-Cisneros et al. (2024), Altassan (2024), and Nusraningrum et al. (2023) confirm that GTL promotes invention and sustained entrepreneurial orientation, so this result fits. GPOS and GEI were found to have a statistically negative direct relationship, which contrasts with much of the existing literature. This Unexpected Result may be explained by a lack of targeted support for green entrepreneurship or rigid organizational structures that hinder individual creativity. Supporting research includes Kerse (2024) and Wisanggeni et al. (2023), which show that depending on context and long-term orientation of people, GPOS may have harmful effects. GSE was shown to have a strong and significant positive influence on GEI, suggesting that employees with greater belief in their ability to contribute to environmental solutions are likelier to pursue green entrepreneurial paths. Studies by Guo (2022), Alshebami (2023), Gregori et al. (2024), and Aurellia & Nuringsih (2023), which underline the crucial role GSE plays in forming sustainable entrepreneurial goals, line up with this result. To strengthen the internal drivers behind green behavior, organizations must also consider the role of digital capability. Organizations must strategically leverage digital



resources including data utilization and digital talent management to build employees' capabilities and competitiveness in the modern era, which supports green transformational leadership effect (Willie, 2024) systems such as HRMS, big data, and AI help strengthen transparency, accountability, and support mechanisms, which are foundational in reinforcing employees' green self efficacy (Paroli, 2025).

Additionally, integrating digital leadership and competence is critical in fostering environmental innovation and resilience among employees, particularly in today's dynamic organizational environment. (Natasha et al., 2025) highlighted that digital leadership and digital competence significantly enhance team member performance and resilience, factors that can further amplify the effectiveness of green leadership and support structures in promoting green entrepreneurial behaviour. As millennial workers are more value-driven and sustainability-conscious, transformational leaders who embody green values are critical in shaping internal efficacy beliefs. The analysis confirms that GSE mediates the relationship between GTL and GEI. Thus, GTL influences GEI directly and indirectly enhances it by building employees' environmental self-confidence. Furthermore, GSE also mediates the relationship between GPOS and GEI. Although the direct effect of GPOS on GEI is adverse, the indirect pathway through GSE is positive and significant. This implies that without psychological reinforcement, organizational support alone may not be sufficient to foster entrepreneurial intention. However, when GPOS strengthens employees' self-efficacy, its effect on GEI becomes favorable.

These results highlight the need for GSE as a psychological mediator in clarifying the dynamic effect of GPOS on GEI (Rafique et al., 2024; Rubel et al., 2025). The analysis confirms that GSE mediates the relationship between GTL and GEI. Thus, GTL influences GEI directly and indirectly enhances it by building employees' environmental self-confidence. Furthermore, GSE also mediates the relationship between GPOS and GEI. Although the direct effect of GPOS on GEI is adverse, the indirect pathway through GSE is positive and significant. This implies that without psychological reinforcement, organizational support alone may not be sufficient to foster entrepreneurial intention. However, when GPOS strengthens employees' self-efficacy, its effect on GEI becomes favorable. These results highlight the need for GSE as a psychological mediator in clarifying the dynamic effect of GPOS on GEI (Rafique et al., 2024; Rubel et al., 2025).

V. Conclusion

This study examined the effects of Green Transformational Leadership (GTL) and Green Perceived Organizational Support (GPOS) on Green Entrepreneurial Intention (GEI), with Green Self-Efficacy (GSE) as a mediating variable. Based on data from 120 millennial employees in the South Tangerang retail industry, the findings confirm that GSE is pivotal in linking leadership and organizational support to entrepreneurial intention. Both GTL and GPOS significantly influence GSE, which strongly predicts GEI. Although GPOS does not directly affect GEI, its influence is transmitted through the enhancement of GSE. The mediation model demonstrates direct and indirect effects, offering meaningful insights into how leadership and support mechanisms influence sustainable entrepreneurship. These findings address the research questions posed at the beginning of the study and contribute to a deeper understanding of the psychological mechanisms underpinning green entrepreneurial intention.

The findings of this study have several managerial implications, suggesting that companies should focus on enhancing leadership practices, providing environmental training, and fostering employee confidence to support green innovation. Beyond the immediate context of the study, these insights also contribute to broader sustainability strategies by highlighting the importance of psychological foundations—such as self-efficacy—in encouraging proactive environmental behavior across various industries. However, this study is limited to Generation Y employees within a specific regional retail context. Future research should consider expanding the scope to include cross-generational comparisons and multiple industry sectors. Additionally, incorporating other variables such as green workplace climate and environmental commitment may offer a deeper understanding of the underlying mechanisms that drive Green Entrepreneurial Intention.

Furthermore, future investigations may benefit from exploring longitudinal designs to observe how leadership, support, and self-efficacy relationships evolve. Incorporating qualitative approaches, such as in-



depth interviews or case studies, could also yield richer contextual insights regarding how individuals internalize and translate green leadership and support into entrepreneurial action. With these perspectives in mind, organizations are encouraged to adopt a more holistic approach that synergizes leadership development, environmental support systems, employee empowerment, and green innovation. Doing so will enhance individual entrepreneurial intention and strengthen the organization's overall sustainability performance and resilience in the face of ecological challenges.

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