

From Transformational
Leadership to Job Satisfaction:
Mediating and Moderating
Effects in a Green
Organizational Context

Dönüştürücü Liderlikten İş
Tatminine:
Yeşil Örgütsel Bağlamda
Aracılık ve Düzenleyicilik
Etkileri

Seda Güğërçin^(*)

Abstract

The growing emphasis on environmental sustainability has initiated a green transformation within organizations. While this shift has led to notable changes in organizational practices, its implications for employees remain underexplored in the literature. Drawing on Social Identity Theory, this study examines how transformational leadership influences job satisfaction through the mediating role of green organizational identity. It also investigates the moderating roles of perceived greenwashing and employees' green behavior in this relationship. Survey data were collected from employees at a sustainability-oriented textile company. The results reveal that transformational leadership positively predicts green organizational identity and job satisfaction, and that green organizational identity significantly mediates the transformational leadership-job satisfaction relationship. Contrary to expectations, perceived greenwashing did not significantly moderate this indirect effect. These findings highlight the importance of building a strong green organizational identity to achieve positive employee outcomes within the scope of sustainability efforts. It is recommended that practitioners promote green organizational identity through visible, consistent, and active engagement in environmentally sustainable practices within the transformational leadership framework.

Keywords: Transformational Leadership, Green Organizational Identity, Greenwashing, Employees' Green Behavior, Job Satisfaction

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Özet

Artan çevresel sürdürülebilirlik vurgusu, örgütlerde yeşil dönüşüm sürecini tetiklemiştir. Bu değişim, örgütsel uygulamalarda dikkate değer değişikliklere yol açsa da yeşil dönüşümün çalışanlar üzerindeki etkileri literatürde hala yeterince araştırılmamıştır. Bu çalışma, Sosyal Kimlik Teorisi çerçevesinde, dönüştürücü liderliğin iş tatmini üzerindeki etkisini, yeşil örgütsel kimliğin aracılık rolü üzerinden incelemektedir. Ayrıca, algılanan yeşil aklamanın ve çalışanların yeşil davranışlarının bu ilişkideki düzenleyici rolleri araştırılmaktadır. Veriler, çevresel sürdürülebilirliğe odaklı bir tekstil firmasında çalışanlara uygulanan anket yoluyla toplanmıştır. Araştırma sonuçları, dönüştürücü liderliğin gerek yeşil örgütsel kimlik gerek iş tatmini üzerinde olumlu bir etkisi olduğunu; ve yeşil örgütsel kimliğin dönüştürücü liderlik ile iş tatmini arasındaki ilişkide anlamlı bir aracı rol üstlendiğini ortaya koymaktadır. Beklentilerin aksine, yeşil aklama algısı bu dolaylı etki üzerinde anlamlı bir düzenleyici rol sergilememiştir. Bu bulgular, sürdürülebilirlik çabaları kapsamında çalışanlar açısından olumlu sonuçlar elde edilebilmesi için güçlü bir yeşil örgütsel kimlik inşasının önemine işaret etmektedir. Uygulayıcıların, dönüştürücü liderlik çerçevesinde çevreci uygulamalara görünür, tutarlı ve aktif katılımları ile yeşil örgütsel kimliği teşvik etmeleri önerilmektedir.

Anahtar Kelimeler: Dönüştürücü Liderlik, Yeşil Örgütsel Kimlik, Yeşil Aklama, Çalışanların Yeşil Davranışları, İş Tatmini

Introduction

The global shift towards environmental sustainability has become a defining feature of contemporary organizational landscapes. Initially symbolized by Earth Day in 1970, this transformation has evolved into a complex, systemic movement driven by regulatory shifts, technological innovation, and mounting stakeholder expectations (Torelli, Balluchi, & Lazzini, 2020; World Economic Forum, 2024). In this context, organizations are under increasing pressure to adopt environmentally responsible practices and align internal systems, cultures, and employee experiences with their sustainability goals (Glynn & Marquis, 2004). While much of the scholarly and managerial focus has been on policy-level and structural transformations, there is growing recognition of the importance of understanding how sustainability efforts influence employee outcomes. One such critical outcome is job satisfaction, which is “a pleasurable or positive emotional state resulting from the appraisal of one’s job and job experiences” (Locke, 1976: 1304). Job satisfaction encompasses employees’ evaluations of their work environment, interpersonal relationships with colleagues, compensation, and opportunities for career advancement (Belias & Koustelios, 2014). Job satisfaction (JS), during the green transformation process, may be shaped by various organizational and psy-

chological factors, including leadership style, organizational identity, employee perceptions, and behaviors related to sustainability practices.

Among various leadership frameworks, transformational leadership (TL) has emerged as particularly suited to guiding organizations through environmental change because of its emphasis on articulating vision, instilling shared values, and fostering collective identity (Bass, 1985). Transformational leaders can mobilize employees toward sustainability goals by cultivating a sense of purpose and reinforcing intrinsic motivation. Furthermore, by promoting a supportive organizational climate, TL may buffer the uncertainty and strain often accompanying green transitions (Abdillah et al., 2024). Previous studies have confirmed TL's positive impact on job satisfaction (Abouraia & Othman, 2017; Braun et al., 2013; Liu, Li & Meng, 2010; Long et al., 2014; Kyambade & Namatovu, 2025; Moin et al., 2021). Alongside existing research, transformational leadership's role in enhancing job satisfaction within sustainability-driven organizations offers an expanding field of inquiry, particularly within rapidly changing environmental landscapes.

Grounded in Social Identity Theory (SIT), this study contributes to the growing literature by examining three key mechanisms within a psychologically sustainable organizational ecosystem: 1) green organizational identity (GOI), 2) perceived greenwashing (PGW), and 3) employees' green behavior (EGB). The GOI refers to employees' shared beliefs about the organization's environmental values and commitment to ecological innovation (Yousaf et al., 2022). According to SIT (Ashforth & Mael, 1989), GOI is expected to strengthen employee alignment with the organization's sustainability vision, enhancing job satisfaction. Although previous studies have highlighted GOI's role in supporting pro-environmental behaviors, organizational alignment and commitment, cultivating a green workforce, and improving job satisfaction (Azizan et al., 2025; Chang & Chen, 2013; Chen, 2011; Ma, Bashir, & Ayub, 2023; Mirhadian, Azizan, & Shahriari, 2024), its mediating role in the TL–JS relationship remains underexplored. To the best of the author's knowledge, the only study to examine transformational leadership in this context is by Shamsi et al. (2025), which focused on work engagement. While their primary focus was engagement, the findings suggest that other important outcomes, such as new work behaviors, mindset change, organizational commitment, and job satisfaction, may also be influenced by green transformational leadership, potentially through mechanisms such as green organizational climate and identity.

To better understand the TL–GOI–JS relationship, this study incorporates perceived greenwashing as a potential moderating factor, reflecting employees' perceptions of the authenticity of sustainability practices. In recent sustainable ecosystems, firms are increasingly compelled to engage in green transformation due to factors such as competitive pressure, reputational concerns, pursuit of legitimacy, and external demands from consumers and industrial communities (Roulet & Touboul, 2015; Du et al., 2016; Testa, Boiral, & Iraldo, 2018; Walker & Wan, 2012). Consequently, organizations are expected to adopt environmentally responsible behaviors as part of their corporate sustainability responsibilities. However, the inability of some firms to align their traditional business goals with sustainable objectives (Sabini & Alderman, 2021) has led to the adoption of greenwashing strategies. Greenwashing is the strategic portrayal of environmental responsibility without substantial action (De Vries et al., 2015; Delmas & Burbano, 2011; Laufer, 2003). While research examining greenwashing from the perspective of employees remains limited, emerging evidence suggests that perceived greenwashing can erode employees' trust and emotional attachment, consequently undermining their commitment and job satisfaction (Robertson, Montgomery, & Ozbilir, 2023; Torelli et al., 2020). Thus, if employees perceive green initiatives as symbolic or insincere, the positive effects of transformational leadership and green organizational identity on job satisfaction may diminish.

A further organizational dynamic relevant to sustainability transitions is employees' green behavior, that is, pro-environmental behaviors enacted in the workplace. EGB has been linked to individual-level factors (e.g., environmental values and knowledge) and organizational enablers such as leadership, culture, and green HRM practices (Bissing-Olson et al., 2013; Robertson & Barling, 2013). More recently, EGB has been associated with organizational outcomes, including green innovation, resource efficiency, and enhanced job satisfaction (Cheng et al., 2022; Eroymak, İzgüden & Erdem, 2018; Lee & De Young, 1994; Makhoulfi, Belaïd, & Zidane, 2021; Norton et al., 2015; Ones and Dilchert, 2013). As Makhoulfi et al. (2021) and Norton et al. (2015) emphasize, identifying meaningful employee-level outcomes such as job satisfaction is essential to foster sustained engagement in green behavior and reinforce the success of sustainable organizational strategies. To the best of the author's knowledge, the potential moderating role of employee green behavior in the TL–GOI–JS relationship remains theoretically underdeveloped and has received limited empirical attention in the existing literature.

This study examines whether and how transformational leadership is an antecedent to job satisfaction by focusing on the mediating role of green organizational identity, the moderating effects of perceived greenwashing, and employees' green behavior (EGB). As a result, this study builds on previous research that calls for further investigation into how sustainability initiatives shape employee experiences in complex organizational environments (Norton et al., 2015; Makhloufi et al., 2023). This is particularly relevant for organizations where human capital is pivotal in environmental strategy implementation. Grounded in social identity theory, this study enhances our understanding of how leadership, identity, perception, and behavior interact to shape job satisfaction within sustainability-oriented organizations. Ultimately, it seeks to offer empirical and practical insights for organizations to align environmental ambitions with positive employee outcomes.

Theoretical Framework and Hypotheses Development

The Association Between Transformational Leadership and Job Satisfaction

Transformational leadership, conceptualized by Burns (1978) and expanded by Bass, Avolio, and Goodheirn (1987), has gained widespread recognition for its relevance across diverse organizational contexts. It enhances employees' awareness, deepens their understanding of organizational goals, and fosters strong commitment to a shared vision (Bass & Avolio, 1994). Transformational leadership encompasses several core dimensions, including visionary communication, role modeling, empowerment, individualized support, and intellectual stimulation (Carless, Wearing, & Mann, 2000; Podsakoff et al., 1990). Through these behaviors, transformational leadership inspires followers with compelling messages, promotes personal and professional development, and attends to individual needs (Bass, 1999).

Transformational leadership has been positively associated with organizational citizenship behavior, work motivation, perceived organizational support, employee wellbeing, and productivity across various sectors (Bass, 1999; Bass & Riggio, 2006; Hoang & Le, 2025; Kyambade & Namatovu, 2025; Saif et al., 2025). Based on theoretical frameworks such as Social Exchange Theory (SET), Self-Determination Theory (SDT), and Herzberg's Two-Factor Theory, TL fosters a workplace climate in which employees feel supported, valued, and intrinsically motivated (Moin et al., 2021). Consequently, transformational leadership

contributes to perceptions of fair treatment and psychological fulfillment, essential for job satisfaction.

Job satisfaction encompasses multiple dimensions, such as the nature of work, supervisory relationships, compensation, and growth opportunities (Long et al., 2014). By offering autonomy, purpose, and emotional support, transformational leaders are theorized to boost job satisfaction by enhancing employee engagement and sense of achievement (Emery & Barker, 2007). A growing body of empirical evidence supports this positive relationship (Abouraia & Othman, 2017; Braun et al., 2013; Liu et al., 2010; Long et al., 2014; Khalifeh et al., 2025; Kyambade & Namatovu, 2025; Moin et al., 2021). In alignment with these findings, the following hypothesis is proposed:

H₁: Transformational leadership positively predicts job satisfaction.

Green Organizational Identity As a Mediator

According to Social Identity Theory, individuals shape their self-concept based mainly on their social groups, internalizing the group's norms, values, and goals as part of their identity (Liu et al., 2021; Tajfel & Turner, 1986). In organizational settings, employees with a strong sense of identification with their organization tend to adjust their behaviors in line with shared goals, often resulting in increased engagement in extra-role activities and enhanced job-related outcomes (Ashforth & Mael, 1989; He & Brown, 2013). Transformational leaders facilitate this process by articulating a compelling vision, offering individualized support, and fostering an inclusive and value-driven organizational culture (Bass & Riggio, 2006). Amid the current green transition, leaders are expected to increasingly emphasize environmental responsibility, innovation, and collaboration to guide their companies' sustainability efforts. When these values become embedded in organizational identity (Hesar et al., 2019), they give rise to a green organizational identity (Al-Ghazali et al., 2022; Al-Romeedy & El-Sisi, 2024; Robertson & Barling, 2013; Bissing-Olson et al., 2013), an interpretive framework collectively constructed by members to make sense of behaviors related to environmental actions in the workplace (Chen, 2011).

In organizations where GOI are salient, employees are more likely to internalize environmental values and perceive themselves as integral members of an ecologically responsible collective (Cheng et al., 2022). This identification fosters a sense of meaning, self-worth, and emotional attachment to the organization

(Ma et al., 2023), enhancing intrinsic motivation and organizational commitment (Tse-Chiu, 2014). As this identity becomes internalized, perceived congruence between personal values and the organization's sustainability mission often emerges. Such alignment strengthens emotional connections and psychological fulfillment, resulting in higher job satisfaction (Azizan et al., 2025; Karanika-Murray et al., 2014; Ones & Dilchert, 2013). Furthermore, when individuals define themselves as autonomous actors and as part of a collective committed to ecological goals, their satisfaction with work stems from personal accomplishments and shared purposes (Brewer & Gardner, 1996; Kerse, Maden & Selçuk, 2021).

Drawing on Social Identity Theory, this study proposes that transformational leadership enhances employees' identification with green organizational values, ultimately fostering a strong green organizational identity. This identification is expected to increase job satisfaction by promoting a sense of belonging and aligning with sustainability objectives. More importantly, the GOI is posited to mediate the link between transformational leadership and job satisfaction, serving as the psychological mechanism through which leadership influences employee outcomes. As employees' identification with green values strengthens, they are more likely to internalize these values and experience greater meaning and satisfaction in contributing to a sustainable organizational ecosystem. Accordingly, the following hypotheses are proposed:

H₂: Transformational leadership positively predicts green organizational identity.

H₃: Green organizational identity positively predicts job satisfaction.

H₄: Green organizational identity mediates the relationship between transformational leadership and job satisfaction.

Greenwashing As a Moderator

In addition to the proposed mediating role of green organizational identity, individual-level differences among employees may result in variability in this mediating effect, particularly due to potential moderating factors. One emerging moderator is employees' perception of greenwashing, especially within organizations promoting environmentally friendly initiatives. While greenwashing has been conceptualized in diverse ways across the literature, its definition continues to evolve based on the theoretical framework adopted. Greenwashing refers to

“the intersection of two firm behaviors: poor environmental performance and positive communication about environmental performance” (Delmas and Burbano, 2011: 65). Similarly, Walker and Wan (2012) described greenwashing as the gap between symbolic and substantive outcomes.

Torelli et al. (2020) suggest that although corporate environmental performance has considerably improved since Earth Day in 1970, this progress has simultaneously spurred increased greenwashing practices. Organizations that face challenges in consistently adhering to environmental standards, or whose sustainability ambitions conflict with conventional performance objectives, are particularly susceptible to employing greenwashing as a strategic response (Güğerçin, Erçek, & Ekinci, 2024). In such cases, greenwashing may function as a decoupling mechanism (Liu et al., 2023; Mateo-Márquez, González-González, & Zamora-Ramírez, 2022), whereby organizations symbolically comply with environmental expectations without implementing substantive internal changes. Siano et al. (2016) defined decoupling as the organizational tendency to convey alignment with stakeholder expectations while failing to reflect this alignment in internal practices. Beyond its role in decoupling, greenwashing is also viewed as a form of selective disclosure intended to achieve or maintain legitimacy by disproportionately communicating favorable environmental outcomes (Marquis, Toffel, & Zhou, 2016). Consistent with this line of reasoning, Huang and Huang (2020) portray greenwashing strategies as a combination of selective disclosure and expressive manipulation, grounded in impression management theory. The behavioral consequences of such legitimacy-seeking tactics are attracting growing scholarly interest.

Drawing on Social Identity Theory, this study posits that employees perceive greenwashing as a toxic force within sustainability-oriented organizational narratives. Specifically, perceived greenwashing creates a dissonance between the organization's espoused environmental values and employees' perceptions of actual practices, weakening the internalization of green organizational identity and diminishing employees' sense of belonging. This misalignment may evoke feelings of corporate hypocrisy, cynicism, workplace alienation, and negative emotions among employees (Robertson et al., 2023; Srivastava, Saxena & Sarkaret, 2024). Moreover, emerging evidence associates perceived greenwashing with negative job attitudes, including lower organizational commitment, increased turnover intentions, diminished career satisfaction, and affective commitment (Santos, Coelho & Marques, 2022, 2025; Westerman et al., 2022). Consequently, perceived gre-

enwashing can weaken the positive effect of green organizational identity on job satisfaction by reducing employees' emotional attachment to the organization's sustainability mission. Based on this theoretical and empirical foundation, the following hypothesis is proposed:

H₅: Perceived greenwashing moderates the mediating effect of green organizational identity on the relationship between transformational leadership and job satisfaction, such that the mediating effect is stronger when perceived greenwashing is low.

Employees' Green Behavior As a Moderator

In contrast to the weakening effect of perceived greenwashing, employees' green behavior may function as a reinforcing mechanism in the TL–GOI–JS pathway. Employees' green behavior is vital to organizational environmental sustainability (Andersson, Jackson & Russell, 2013; Ones and Dilchert, 2012). EGB refers to eco-conscious and environmentally responsible actions within the workplace that encompass environmental awareness and proactive green conduct (Urien, 2005). While much of the literature has conceptualized EGB as voluntary and discretionary behavior (Paillé & Boiral, 2013; Ramus & Steger, 2000), Norton et al. (2015) expanded this view by distinguishing between required and voluntary forms. The required EGB aligns with the concept of task performance (Borman & Motowidlo, 1993), encompassing behaviors mandated by the employer that directly or indirectly contribute to core organizational goals. By contrast, voluntary EGB reflects employees' environmental initiatives that exceed formal job requirements, often driven by internal motivation or ecological values.

Beyond examining its antecedents, recent scholarship has begun to explore EGB's organizational-level outcomes. Empirical evidence suggests that green behavior contributes to various beneficial outcomes, including reinforced green organizational identity, enhanced green innovation performance, and greater alignment between individual actions and corporate sustainability objectives (Cheng et al., 2022; Ones and Dilchert, 2013). Such behaviors, often extending beyond formal job requirements, indicate employees' internalization of environmental values and proactive engagement with sustainability goals (Kerse et al., 2021). Furthermore, EGB supports resource conservation and efficient use of organizational assets, thereby advancing corporate sustainability strategies (Eroymak et al., 2018).

While early research primarily linked voluntary EGB to intrinsic satisfaction (Lee & De Young, 1994), more recent findings suggest that cultivating a green workplace environment and encouraging eco-friendly conduct may also enhance job satisfaction (Makhloufi et al., 2021). In this regard, EGB is a contextual factor that amplifies the positive influence of green organizational initiatives. Building on this foundation, the present study proposes that EGB moderates the indirect linkage between transformational leadership and job satisfaction via GOI. Specifically, when employees demonstrate high levels of green behavior, the mediating role of the GOI in the TL-JS relationship is expected to be more pronounced, as environmentally engaged employees are more likely to internalize and respond positively to sustainability-oriented leadership. As supported by the aforementioned studies and conceptual arguments, the following hypothesis is suggested:

H6: Employees' green behavior moderates the mediating effect of green organizational identity on the relationship between transformational leadership and job satisfaction, such that the mediating effect is stronger when employees' green behavior is high.

The hypothesized model is presented in Figure 1.

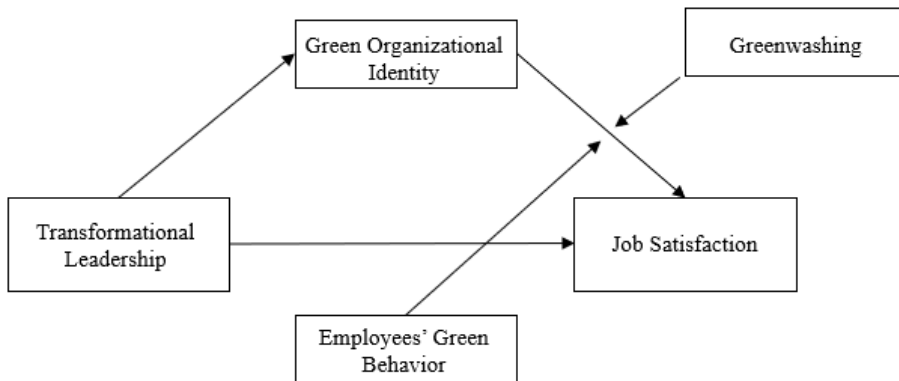


Figure 1: Research Model

Methodology

Procedures and Participants

In this study, data were collected through surveys administered to employees of a textile company. The company employs approximately 8,000 personnel, and over the past five years, it has actively pursued environmental sustainability initiatives. These efforts encompass a wide range of practices, including improvements in production processes, waste reduction strategies, and intensive promotional activities to communicate sustainability practices to customers. Specific identifying details have been omitted to maintain confidentiality at the company's request. Ethical approval was obtained from the Ethics Committee of İskenderun Technical University (Document Date and Number: 30/12/2024-163315). Survey forms were distributed online over two months using a convenience sampling method, and multiple reminder emails were sent to encourage participation. The final sample consisted of 166 employees. As all survey items were required to be completed online, no missing data were encountered. Among the participants, 51.2% were men, 37.3% were aged between 35 and 44, 50.6% held a bachelor's degree, and 22.9% had between 10 and 14 years of work experience (see Table 1).

Table 1. Demographic information

	n	%		n	%
Gender			Education		
Male	85	51,2	High school degree	31	18,7
Female	76	45,8	Associate's degree	29	17,5
No response	5	3	Bachelor's degree	84	50,6
			Master's degree or higher	22	13,3
Age (years)			Experience (years)		
18-24	10	6	Less than 5	36	21,7
25-34	57	34,3	5 –9	28	16,9
35-44	62	37,3	10—15	38	22,9
45-54	30	18,1	16-20	27	16,3
54 or older	7	4,2	More than 20	37	22,3

Notes: N=166

Measures

The survey form included five different scales. To measure transformational leadership, the 7-item, single-factor Transformational Leadership scale developed by Carless et al. (2000), with its Turkish validity and reliability tested (Baş, 2022; Kara & Kaya, 2020), was used. A sample item is: “My leader communicates a clear and positive vision of the future.” The original Cronbach’s Alpha score was 0.93, and in this study, it was 0.96. The scale was assessed using a five-point Likert scale, with responses ranging from strongly disagree (1) to strongly agree (5).

To assess green organizational identity, the unidimensional Green Organizational Identity scale developed by Chen (2011), validated and tested for reliability in Turkish by Bayram (2025), consisting of six items, was used. A sample item is: “The company’s top managers, middle managers, and employees have a sense of pride in the company’s environmental goals and missions.” The original Cronbach’s Alpha score was 0.77, and in this study, it was 0.94. The scale was assessed using a five-point Likert scale, with responses ranging from strongly disagree (1) to strongly agree (5).

The third scale used in the study was the Greenwashing scale developed by Ferrón-Vílchez et al. (2021), consisting of four items. The scale’s validity and reliability were tested in previous research, with Cronbach’s alpha coefficients of 0.86 (Ferrón-Vílchez, Valero-Gil, & Suárez-Perales, 2021) and 0.93 (Can & Türker, 2024). A sample item is: “The firm (I worked for) overstates or exaggerates its environmental behavior.” In this study, the Cronbach’s Alpha score was $\alpha=0.90$. The scale was evaluated using a seven-point Likert scale, as in its original form, where responses ranged from strongly disagree (1) to strongly agree (7).

The fourth scale was the Employee Green Behavior scale, developed by Robertson and Barling (2013). This single-factor, 7-item scale has been validated and found reliable in Turkish (Coşkun, 2022; Değirmenci & Aytekin, 2021). The original Cronbach’s Alpha score was 0.88, and this study was 0.72. A sample item is: “I print double-sided whenever possible.” The scale was assessed using a five-point Likert scale, with responses ranging from strongly disagree (1) to strongly agree (5).

Finally, to measure job satisfaction, the Job Satisfaction subscale, consisting of three items from the Michigan Organizational Assessment Questionnaire (Cammann et al., 1983), was used. This scale has been validated and found re-

liable in Turkish (Ülbeği, Özgen & Özgen, 2014). The original scale had a reliability coefficient of $\alpha = 0.77$, while the reliability coefficient calculated for the current study was $\alpha = 0.75$. A sample item is: "All in all, I am satisfied with my job." The scale was evaluated using a five-point Likert scale, where responses ranged from strongly disagree (1) to strongly agree (5).

Results

Data Analyses

Harman's single-factor test was conducted to control for common method variance. The test findings showed that six factors were explained, and the largest covariance explained by a factor solution was 24.30%. The observed variance below the 50% threshold was considered acceptable (Podsakoff & Organ, 1986), indicating that the common method variance issue was not present. Following the assessment of common method variance, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was calculated to determine the suitability of the data for factor analysis. The KMO values for the variables [TL (0.93), GOI (0.89), GW (0.76), CD (0.76), JS (0.57)] all exceed the acceptable threshold of 0.50, indicating that the sample is sufficient for factor analysis (Tabachnick, Fidell & Ullman, 2007; Sürücü, Şeşen, & Maslakçı, 2023).

The measurement model proposed that all scales were unidimensional. Initial analysis showed that all items had acceptable loadings on their respective factors (see Table 2). The CFA results showed that scale structures had an acceptable fit with the data (χ^2/df 2.038, CFI 0.911, RMSEA 0.079, TLI 0.900) (Hair et al., 2005; Hu & Bentler, 1999). Following the CFA results, three indicators were used for validity assessment: Composite Reliability (CR), Average Variance Extracted (AVE), and the comparison of the square root of AVE with the correlation coefficients between latent variables. A CR value exceeding 0.6 indicates good internal consistency of the factor, while an AVE value of 0.5 or higher demonstrates sufficient convergent validity (Hair et al., 2013:624). Composite reliability (CR) values for all the latent variables ranged from 0.80 to 0.96 (see Table 3). All the variables AVE value, except EGB, were higher than the acceptable value of 0.5 [TL (0.81), GOI (0.74), GW (0.90), EGB (0.32), and JS (0.59)]. EGB's AVE value was below the cutoff (<0.5). Hence, employees' green behavior was excluded from the research model.

The revised research model of the study is depicted in Figure 2. If the correlation coefficient is less than the square root of the AVE, it represents good discriminant validity of the data (Fornell & Larcker, 1981). The square roots of AVE for the remaining variables [TL (0.90), GOI (0.86), GW (0.84), JS (0.59)] exceed the inter-construct correlations, supporting discriminant validity (see Table 3). The calculated Cronbach's alpha coefficients of the scales [TL (0.96), GOI (0.94), GW (0.90), EGB (0,72), and JS (0,75)] are above 0.70, which is considered sufficient (Churchill, 1979).

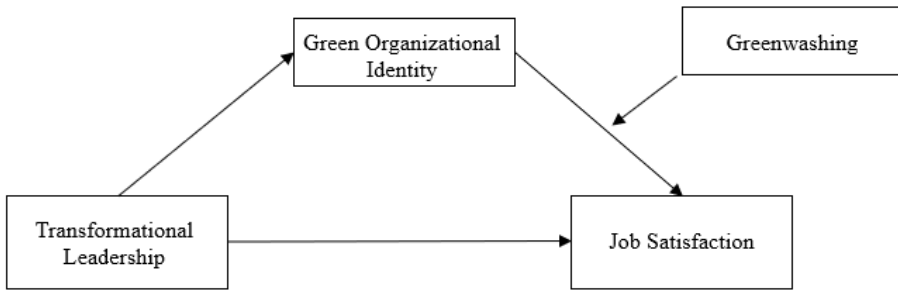


Figure 2: Revised Research Model

Table 2. Factor loadings of the measurement items

	B	Standard Error (b)	(β)	P
TL				
TL1	0,97	0,06	0,87	< 0.001
TL2	1,08	0,06	0,93	< 0.001
TL3	1,13	0,06	0,94	< 0.001
TL4	1,03	0,06	0,91	< 0.001
TL5	1,07	0,06	0,93	< 0.001
TL6	0,98	0,06	0,86	< 0.001
TL7	1,00	-	0,88	
GOI				
GOI1	1,00	-	0,83	
GOI2	0,95	0,07	0,82	< 0.001
GOI3	1,02	0,07	0,88	< 0.001
GOI4	1,10	0,07	0,90	< 0.001
GOI5	1,06	0,08	0,85	< 0.001
GOI6	1,28	0,09	0,90	< 0.001
GW				
GW1	1,00	0,08	0,81	< 0.001
GW2	1,11	0,08	0,89	< 0.001
GW3	1,05	0,08	0,83	< 0.001
GW4	1,00	-	0,84	
EGB				
EGB1	0,83	0,13	0,58	< 0.001
EGB2	0,44	0,09	0,45	< 0.001
EGB3	0,39	0,08	0,44	< 0.001
EGB4	1,06	0,15	0,67	< 0.001
EGB5	0,45	0,08	0,51	< 0.001
EGB6	1,04	0,17	0,59	< 0.001
EGB7	1,00	-	0,69	
JS				
JS1	1,00	-	0,85	
JS2	0,49	0,09	0,44	< 0.001
JS3	0,94	0,07	0,93	< 0.001

Note: N:166; TL = Transformational leadership, GOI = Green organizational identity, GW = Greenwashing, EGB = Employee Green Behavior, JS = Job satisfaction.

Table 3. Correlations

	Mean (SD)	1	2	3	4	5	6	7	8	9	10
1 TL	3.83 (1.04)	-									
2 GOI	4 (0.81)	0.45**	-								
3 GW	2.79 (1.66)	-0.10	-0.14*	-							
4 JS	3.95 (0.79)	0.59**	0.49**	-0.17*	-						
5 EGB	4.08 (0.65)	0.30**	0.25**	0.39	0.27**	-					
6 Gender	-	-0.16*	-0.12	0.15	-0.09	0.02					
7 Age	-	0.15	0.27**	-0.25**	0.39**	0.22**	-0.19*				
8 Education	-	-0.02	-0.24**	-0.15*	-0.07	-0.07	0.01	-0.16*	-		
9 Experience	-	0.09	0.22**	-0.16*	0.30**	0.16*	-0.09	0.73**	-0.16*	-	
10 M/Not	-	-0.11	-0.15*	0.03	-0.11	-0.18*	0.17*	-0.23**	-0.04	-0.38**	-

Note: N:166; * $p < 0.05$; ** $p < 0.01$, TL = Transformational leadership, GOI = Green organizational identity, GW = Greenwashing, JS = Job satisfaction. M/Not= Being a manager or not in the company.

The correlational analysis demonstrated that TL was positively associated with GOI ($r = .45$, $p < .01$) and JS ($r = .59$, $p < .01$), but was not significantly related to GW ($r = -.10$, ns). GOI exhibited a positive correlation with JS ($r = .49$, $p < .01$) and a negative correlation with GW ($r = -.14$, $p < .05$). Furthermore, GW was negatively associated with JS ($r = -.17$, $p < .05$). TL was also positively correlated with EGB ($r = .30$, $p < .01$), suggesting that higher perceptions of transformational leadership are linked to greater proactive engagement at work. Similarly, GOI was positively associated with EGB ($r = .25$, $p < .01$), and JS was positively associated with EGB ($r = .27$, $p < .01$).

Regarding demographic variables, age showed a positive relationship with GOI ($r = .27$, $p < .01$) and a negative relationship with GW ($r = -.25$, $p < .01$) and EGB ($r = -.19$, $p < .05$). Education level was negatively associated with GOI ($r = -.24$, $p < .01$) and JS ($r = -.18$, $p < .05$), while it was positively related to EGB ($r = .17$, $p < .05$). Work experience was modestly correlated with GOI ($r = .22$, $p < .01$) and JS ($r = .30$, $p < .01$). Managerial status showed a significant negative correlation with experience ($r = -.38$, $p < .01$) and EGB ($r = -.18$, $p < .05$), but no significant associations with TL, GOI, GW, or JS. These findings provide empirical support for the hypothesized relationships among key study constructs.

Test of Mediation Effect

Hayes' (2022) PROCESS macro (Model 4) was used to examine the proposed mediation hypothesis, which facilitated the assessment of GOI's mediating role between employees' perception of TL and JS. Mediation analyses were conducted using the bootstrap technique with 5,000 resamples. To support the research hypothesis, the 95% confidence interval of the indirect effect should not include zero (MacKinnon, Lockwood, & Williams, 2004). The regression results for the mediation analysis are presented in Table 4. The findings indicate a significant positive effect of TL on JS ($b = 0.4500$, $p < 0.01$) and TL on GOI ($b = 0.3573$, $p < 0.01$). Additionally, GOI positively influences JS ($b = 0.2748$, $p < 0.01$). The direct effect of TL on JS remains significant ($b = 0.3518$, $p < 0.01$), while the bootstrap analysis confirms a significant indirect effect of TL on JS through GOI ($b = 0.0982$, 95% CI [0.0315, 0.1929]). These results supported H_1 , H_2 , H_3 , and H_4 , confirming the partial mediating role of GOI in the relationship between TL and JS.

Table 4. Regression Results for Mediation

Paths	b	SE	T	p	LLCI	ULCI
Direct and Total effects						
TL to JS (Total Effect)	0.450	0.047	9.39	0.00**	0.3554	0.5446
TL to GOI	0.357	0.054	6.57	0.00**	0.2500	0.4647
GOI to JS	0.274	0.065	4.19	0.00**	0.1453	0.4043
TL to JS (Direct Effect)	0.351	0.051	6.85	0.00**	0.2504	0.4531
Bootstrap results for indirect						
Effect	Boot b / Boot β	SE	Boot		Boot	
			LLCI		ULCI	
	0.098	0.041	0.0315	0.1929		

Note(s): b, unstandardized regression estimate; β , standardized regression estimate; SE, standard error of unstandardized estimate; LLCI, Lower limit confidence interval; ULCI, Upper limit confidence interval; TL, Transformational Leadership; GOI, Group Organizational Identification; JS, Job Satisfaction. ** $p < 0.01$.

Test of Moderated Mediation Effect

The moderated mediation effect was analyzed using Hayes' (2022) PROCESS macro (Model 14). The conditional indirect effect of TL on JS through GOI was examined as a function of GW. The regression results are presented in Table 5. The conditional indirect effect of TL on JS through GOI was assessed at three lev-

els of GW (mean $\pm$ 1SD). The results revealed that all conditional indirect effects were statistically significant: at low GW (Effect = 0.0921, Boot 95% CI [0.009, 0.2037]), medium GW (Effect = 0.0937, Boot 95% CI [0.0290, 0.1856]), and high GW (Effect = 0.0953, Boot 95% CI [0.0217, 0.1875]). However, the index of moderated mediation was not statistically significant (Index = 0.0010, Boot 95% CI [-0.0274, 0.0275]), suggesting that GW does not significantly moderate the indirect effect of TL on JS via GOI. Therefore, H5 was not supported. These findings indicate that while GOI partially mediates the relationship between TL and JS, this mediation is not contingent on the level of GW.

Table 5. Regression for moderated mediation results

	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>	<i>LLCI</i>	<i>ULCI</i>
GOI						
Constant	-1.37	0.22	-6.34	0.00**	-1.79	-0.94
DL	0.36	0.05	6.57	0.00**	0.25	0.46
JS						
Constant	2.61	0.20	12.90	0.00**	2.21	3.01
DL	0.35	0.05	6.79	0.00**	0.24	0.45
GOI	0.26	0.07	3.80	0.00**	0.12	0.40
GW	-0.43	0.03	-1.39	0.16	-0.10	0.02
GOI x GW	0.00	0.04	0.07	0.94	-0.07	0.08
R ²	0.65					
P	0.00**					
R-square change	0.00					
F-change	0.00					
Index of moderated-mediation						
		Index	BootSE	BootLLCI	BootULCI	
		0.00	0.01	-0.02	0.02	
Conditional indirect effect at GW = M ± 1SD						
	Boot indirect effect		Boot SE	Boot LLCI	Boot ULCI	
- 1 SD	0.092		0.05	0.00	0.20	
M	0.093		0.04	0.02	0.18	
+ 1 SD	0.095		0.04	0.02	0.18	

Notes: N= 166. **p < 0.01. Boot LLCI refers to the lower-bound bootstrapping confidence intervals. Boot ULCL refers to the upper-bound bootstrapping confidence intervals. The level of confidence intervals in the output was 0.95.

Discussion

Based on social identity theory, this study examines whether and how transformational leadership serves as an antecedent to job satisfaction by focusing on the mediating role of green organizational identity, the moderating effects of perceived greenwashing, and employees' green behavior. Although it was aimed to examine the moderation effects of EGB, owing to its low AVE value, EGB was excluded from the research model, and the hypothesis of EGB (H6) was not tested. The findings underscore the positive influence of transformational leadership on green organizational identity and employees' job satisfaction. Moreover, green organizational identity plays a key mediating role in explaining how transformational leadership contributes to greater job satisfaction. However, contrary to initial assumptions, perceived greenwashing did not have a significant moderating impact on this indirect pathway. These findings have several noteworthy theoretical and practical implications.

Theoretical Implications

This study contributes to the extension of Social Identity Theory (Tajfel & Turner, 1979) within sustainability-oriented organizational behavior. Consistent with previous studies, TL was found to positively influence the GOI (Al-Ghazali et al., 2022; Al-Romeedy & El-Sisi, 2024; Robertson & Barling, 2013; Bissing-Olson et al., 2013) and JS (Abouraia & Othman, 2017; Braun et al., 2013; Liu et al., 2010; Long et al., 2014; Khalifeh et al., 2025; Kyambade & Namatovu, 2025; Moin et al., 2021). The GOI also positively predicted JS (Azizan et al., 2025; Chen, 2011; Makhoulfi et al., 2021). Consistent with Social Identity Theory, this finding indicates that transformational leadership promotes employees' internalization of pro-environmental practices, strengthening their green organizational identification and enhancing job satisfaction.

Notably, although perceived greenwashing is often expected to disrupt the relationships between organizational antecedents and positive employee outcomes (Torelli et al., 2020; Walker & Wan, 2012; Testa et al., 2018), moderated mediation analysis revealed that greenwashing did not significantly weaken the indirect effect of transformational leadership on job satisfaction via green organizational identity. The absence of a significant moderating effect of perceived greenwashing on the TL-GOI-JS pathway may be attributed to two possible explanations. First, green organizational identity could act as a resilient buffer, effectively mitigating

the potential disruptive influence of greenwashing perceptions. Alternatively, the level of perceived greenwashing among employees may not have been sufficiently high to produce a significant moderating effect (see Table 3).

Practical Implications

The findings offer actionable insights for top management, particularly human resource departments and policymakers, seeking to foster a sustainable organizational climate, culture, and identity while enhancing job satisfaction. In this regard, a key priority is implementing strategic initiatives that strengthen an organization's green identity. Achieving this goal is closely tied to adopting transformational leadership practices. Transformational leadership guides the vision of environmental sustainability and positively influences a wide range of green outcomes, including organizational identity, culture, innovation, performance, motivation, and job satisfaction (Al-Romeedy & El-Sisi, 2024; Li et al., 2020; Makhoulouf et al., 2021; Mittal & Dhar, 2016; Singh et al., 2020). Tailored leadership development programs that emphasize environmental credibility and foster authentic communication can serve as vital mechanisms for this transformation.

However, transformational leadership alone is insufficient, and its effectiveness largely depends on the visibility of leaders' environmentally responsible behaviors. A valued identity tends to motivate behaviors linked to it, especially when they are observable by others, as such actions act as indicators of valued (or devalued) identities and can impact an individual's social reputation (Gal, 2015). According to identity signaling theory, environmental identity and its interaction with visibility significantly predict environmentally responsible actions (Brick, Sherman, & Kim, 2017). In the context of GOI efforts, when such behaviors are observable to employees, they strengthen perceptions of leadership credibility and foster stronger identification with green organizational values.

Therefore, leaders should ensure their sustainability efforts are visible and participatory within the organization. For example, green-themed events such as annual festivals, dinners, or gatherings involve managers at various levels. Employees and their families can enhance their social cohesion and environmental awareness through such activities. Furthermore, organization-wide online seminars or training sessions, where leaders briefly address employees, highlight the organization's green identity, and acknowledge the value of collective con-

tributions, can further embed sustainability into the organizational culture and strengthen employee engagement with these initiatives.

Additionally, although greenwashing perceptions did not significantly affect the relationships in this study, prior literature warns about its long-term risks, such as employee trust, engagement, skepticism, and performance (Delmas & Burbano, 2011; Lyon & Montgomery, 2015; Farooq & Wicaksono, 2021; Sial et al., 2018; Rahman, Park & Chi, 2015). Therefore, aligning corporate environmental claims with genuine action is essential. Employees may be willing to look past organizational inconsistencies if they perceive their immediate leaders as sincere and value-driven (Bissing-Olson et al., 2013). Promoting authenticity and consistency across all levels of the organization is key to sustaining a motivated, satisfied, and environmentally conscious workforce.

Limitations and Future Directions

This study has several limitations. First, data were collected from the employees of a single company operating in the textile sector. As such, the findings may not be generalizable to other industries, particularly to those with different environmental practices and cultural dynamics. Notably, the perceived effects of greenwashing may differ depending on a country's level of development (Huang et al., 2020). Future studies could benefit from cross-national comparisons that include data from developed and emerging economies. Second, inferring causality among the variables is difficult owing to the cross-sectional design. Longitudinal and experimental research is recommended to clarify the directionality of these relationships and further examine sector-specific variations. Additionally, given the cross-sectional nature of the data, it remains challenging to disentangle the GW's insignificant effect. Future research employing longitudinal or experimental designs must clarify whether green organizational identity genuinely confers resistance against greenwashing or whether the observed null effect reflects limited greenwashing salience within the sample.

Third, the survey link was emailed multiple times to employees across the company. The sample limitation was due to organizational policies and response rates. Nonetheless, the sample provides valuable initial insights into the dynamics of green leadership and employee behavior within an industrial organizational setting. Future studies may aim to replicate these findings with larger, more diverse samples to enhance generalizability. Finally, a response bias may have oc-

curred as the company facilitated the survey distribution. Although participation was voluntary, confidentiality was assured, and statistical tests indicated no common method bias, the risk of self-report bias cannot be entirely dismissed.

Conclusion

In summary, this study substantiated the positive association between transformational leadership and employees' job satisfaction and demonstrated that green organizational identity is a significant mediating mechanism in this relationship. Grounded in Social Identity Theory, these findings suggest that transformational leaders primarily enhance followers' job satisfaction by fostering a salient, environmentally oriented, and shared green identity within the organization. Contrary to expectations, perceived greenwashing did not show a significant moderating effect on the path through green organizational identity.

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