



# The Influence of Ethical Behaviors of Leaders, Workplace Gratitude, and Employee Well-Being on Employee Green Behaviors in the Industrial Sector

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**Abstract:** Global climate change and increasing awareness of sustainability have encouraged organizations in Jakarta to adopt more environmentally friendly business practices, one of which is through the implementation of Employee Green Behaviors (EGB). However, encouraging employees to engage in green behavior is not easy, especially in industrial sectors that often focus on productivity and profitability. In this context, this research explores the role of leaders' ethical behavior, workplace gratitude, and employee well-being in fostering EGB. Leaders who demonstrate ethical behavior play an important role in creating a work climate that supports green behavior, while gratitude in the workplace can increase employee engagement in prosocial behavior. In addition, employee well-being, which includes physical, mental and social aspects, has been proven to mediate the relationship between leader ethical behavior, gratitude and EGB. This research focuses on industry in Jakarta, with the aim of filling the knowledge gap regarding the relationship between these three variables in the context of developing countries, especially Indonesia, which has unique challenges and opportunities in implementing sustainability policies. This study aims to analyze the influence of ethical behavior of leaders, gratitude at work, and employee well-being on Employee Green Behaviors (EGB) in the industrial sector. This study uses a quantitative method by distributing questionnaires to employees in various divisions in the industrial sector in Jakarta. The questionnaire contains questions about employee perceptions of their leaders' ethical behavior, the level of gratitude they feel at work, their evaluation of well-being, and reports on the green behaviors they do in the work environment. The results of the study are expected to provide a deeper understanding of the important role of ethical leadership in creating a work climate that supports sustainability, how gratitude can motivate employee engagement in environmentally friendly practices, and how overall employee well-being contributes to the adoption of green behaviors in the industrial sector. The findings of this study are expected to provide practical implications for organizations in the industrial sector in developing strategies to improve employee EGB and achieve their sustainability goals.

**Keywords:** Ethical Behaviors of Leaders, Workplace Gratitude, Employee Well Being, Employee Green Behaviors, Sektor Industri.

## Introduction

Global climate change and increasing awareness of the need have prompted companies around the world, including Jakarta, to adopt environmentally friendly business practices. One approach is to engage employees in green behaviors (Employee Green Behaviors, EGB), such as reducing energy consumption and managing waste. However, encouraging employees to engage in green behaviors requires a comprehensive approach, including creating a positive and supportive work environment. A clean environment is certainly the hope of all humans, as is the work environment. A clean work environment will certainly provide many benefits, such as increased work productivity due to clean and comfortable environmental factors (Puspita et al, 2020). Jakarta, as the center of Indonesia's economy and industry, faces major challenges related to environmental impacts. Companies in the industrial sector need to address this issue by engaging employees in environmentally friendly policies.

The challenges faced, such as pressure to meet production target and environmental awareness, require companies to pay attention to other factors that influence employee engagement, such as ethical behavior of leaders, gratitude in the workplace, and employee well-being. The palm oil industry, such as PT. Salim Ivomas Pratama Tbk, faces various challenges related to productivity and human resource (HR) management. Leaders who act ethically can create a culture that supports green behavior (Treviño et al, 2014), while employees' feelings of gratitude and well-being can increase their motivation to behave more environmentally friendly (Lambert et al., 2023) and well-being employees tend to be more motivated to contribute positively (Xie et al, 2024). Research shows that ethical behavior of leaders, gratitude at work, and employee well-being are important factors that can influence EGB adoption (Xie et al, 2024) (Zacher et al, 2023).

## Methodology

This study aims to analyze the influence of ethical leader behavior, gratitude at work, and employee well-being on employee green behaviors (Employee Green Behaviors, EGB) at PT. Salim Ivomas Pratama Tbk. This research design is adapted from previous research by (Ammara Saleema et al, 2024), which examined the influence of ethical leader behavior on employee well-being through emotional management.

## Data Collection Technique

This study uses primary data collected by distributing questionnaires to employees of PT. Salim Ivomas Pratama Tbk. The questionnaire contains questions about ethical leader behavior, gratitude at work, employee well-being, and employee green behavior.

## Sampling Technique

This study uses a nonprobability sampling technique with a purposive sampling method, where samples are selected based on certain criteria, namely permanent employees who have worked for more than four years. The number of samples taken was 280 respondents, which was calculated based on the number of statement items in the questionnaire (56 items).

**Instrument Test**

Validity and reliability tests were conducted to ensure the accuracy and consistency of the questionnaire. Validity tests used loading factors ( $\geq 0.35$  is considered valid), while reliability tests used Cronbach's Alpha, with a value of  $\geq 0.6$  indicating good reliability.

**Data Analysis Method**

This study uses Structural Equation Modeling (SEM) analysis with the help of SPSS software version 21 and AMOS version 23. Model testing is carried out through a goodness of fit test which includes three criteria:

1. Absolute fit measure (ECVI and RMSEA),
2. Incremental fit measure (TLI, IFI, and CFI),
3. Parsimonious fit measure (CMIN/DF and AIC).

If at least one goodness of fit criterion is met, the research model is considered feasible. This method aims to test the hypothesis regarding the influence of ethical leader behavior and gratitude in the workplace on EGB, which is mediated by employee well-being.

**Result and Discussion**

**Instrument Test**

Data collection is done using a questionnaire, the intensity of respondents in answering questions that describe the most important things in this research or study. In order to avoid errors in measurement, an instrument test is carried out to test validity and reliability. Where validity is related to the accuracy of the instrument in measuring the variables to be studied, while reliability is related to the consistency, accuracy, predictability of a measuring instrument.

**Validity Test**

A validity test is a measurement to ensure the extent to which the measuring instrument used is appropriate in measuring data or information, in other words the measuring instrument used is suitable or appropriate for use in measuring a variable to be measured (Hermawan, 2013). The basis for taking factor analysis is used to analyze variables that are predicted to be related to each other. Each variable has a factor loading value that represents it, the factor loading is determined based on the number of illustrations in the research (Hair et al, 2010). The basis for taking validity test decisions is as follows:

1. If Factor Loading  $\geq 0.35$ (Statement Itemissaidtobevalid).
2. If Factor Loading  $\leq 0.35$ (Statement Itemissaidtobeinvalid).

**Table 1.** Ethical Behaviors of Leaders

no	Pernyataan	Faktor Loading	Keputusan
<i>Variabel Ethical Behaviors of Leaders</i>			
1	Pemimpin membebani saya dengan tanggung jawab atas pekerjaan yang bukan menjadi tanggung jawab saya.	0.936	Valid
2	Pemimpin menyalahkan saya atas hal-hal yang bukan kesalahan saya.	0.946	Valid

no	Pernyataan	Faktor Loading	Keputusan
<b>Variabel <i>Ethical Behaviors of Leaders</i></b>			
3	Pemimpin hanya fokus untuk mencapai tujuan pribadinya sendiri	0.933	Valid
4	Pemimpin memanipulasi bawahan.	0.937	Valid
5	Pemimpin dapat dipercaya untuk melakukan hal-hal yang ia katakan.	0.044	Tidak Valid
6	Pemimpin dapat diandalkan untuk menghormati komitmen yang telah dibuatnya.	0.461	Valid
7	Pemimpin tidak mengizinkan orang lain untuk berpartisipasi dalam pengambilan keputusan.	0.744	Valid
8	Pemimpin mencari saran dari bawahan mengenai strategi organisasi.	-0.063	Tidak Valid
9	Pemimpin akan mempertimbangkan keputusan berdasarkan rekomendasi dari mereka yang melaporkan kepadanya.	0.104	Tidak Valid
10	Pemimpin mendelegasikan tanggung jawab yang menantang kepada bawahan.	0.106	Tidak Valid
11	Pemimpin memperbolehkan saya untuk memainkan peran utama dalam menentukan arah saya sendiri.	0.292	Tidak Valid
12	Pemimpin menaruh minat pada perasaan saya dan bagaimana keadaan saya.	0.070	Tidak Valid
13	Pemimpin memperhatikan kebutuhan pribadi saya	0.090	Tidak Valid
14	Pemimpin meluangkan waktu untuk membicarakan masalah terkait pekerjaan.	-0.005	Tidak Valid
15	Pemimpin bersimpati dengan saya ketika saya memiliki masalah.	0.218	Tidak Valid
16	Pemimpin peduli tentang kesejahteraan karyawan.	0.106	Tidak Valid
17	Pemimpin jelas menerapkan kode etik terkait perilaku.	0.256	Tidak Valid
18	Pemimpin memastikan bahwa karyawan mengikuti kode etik sepenuhnya.	0.252	Tidak Valid
19	Pemimpin merangsang diskusi tentang masalah integritas di antara karyawan.	0.007	Tidak Valid
20	Pemimpin memberikan penghargaan kepada karyawan yang berperilaku sesuai dengan pedoman integritas.	0.169	Tidak Valid
21	Pemimpin menjelaskan konsekuensi dari kemungkinan perilaku tidak etis oleh saya dan kolega saya.	0.406	Valid
22	Pemimpin menunjukkan apa harapan kinerja dari setiap anggota kelompok.	0.184	Tidak Valid

no	Pernyataan	Faktor Loading	Keputusan
<b>Variabel Ethical Behaviors of Leaders</b>			
23	Pemimpin menjelaskan apa yang diharapkan dari saya dan kolega saya.	-0.251	Tidak Valid
24	Pemimpin menjelaskan siapa yang bertanggung jawab atas apa yang diperintahkan.	0.187	Tidak Valid
<b>Variabel Workplace Gratitude</b>			
1	Bagaimana Anda menilai kualitas interaksi Anda dengan mereka yang Anda layani terkait dengan rasa terima kasih atau penghargaan yang Anda terima.	0.655	Valid
2	Saya merasa dihargai melalui gaji dan tunjangan yang saya terima di tempat kerja.	0.409	Valid
3	Saya merasa pekerjaan saya memberikan dampak positif bagi orang lain di sekitar saya.	0.423	Valid
4	Saya merasa memiliki keseimbangan yang baik antara pekerjaan dan kehidupan pribadi saya.	0.611	Valid
5	Saya merasa puas dengan pencapaian yang telah saya raih di tempat kerja.	0.535	Valid
6	Saya merasa bahwa hubungan antar rekan kerja di tempat kerja saya sangat baik dan saling mendukung	0.406	Valid
7	Pekerjaan saya memberikan banyak kesempatan untuk belajar dan mengembangkan keterampilan baru.	0.497	Valid
8	Atasan saya memberikan dukungan moral yang cukup dalam pekerjaan saya.	0.549	Valid
9	Rekan kerja saya selalu siap memberikan dukungan ketika saya membutuhkan bantuan dalam pekerjaan.	0.409	Valid
10	Saya merasa memiliki kontrol yang cukup terhadap cara saya menyelesaikan tugas-tugas saya.	0.560	Valid
<b>Variabel Employee Well-Being</b>			
1	Kadang-kadang saya merasa tertekan.	0.919	Valid
2	Kadang-kadang saya merasa bahwa saya tidak berharga.	0.943	Valid
3	Ketika saya mencoba, saya umumnya berhasil.	-0.198	Tidak Valid
4	Kadang-kadang ketika saya gagal, saya merasa tidak berharga.	0.934	Valid

<b>Variabel <i>Employee Well-Being</i></b>			
5	Saya menyelesaikan tugas dengan sukses.	0.150	Tidak Valid
6	Kadang-kadang, saya merasa tidak memiliki kendali atas pekerjaan saya.	0.936	Valid
7	Secara keseluruhan, saya puas dengan diri saya sendiri.	-0.054	Tidak Valid
8	Saya dipenuhi dengan keraguan tentang kompetensi saya.	0.926	Valid
9	Saya menentukan apa yang akan terjadi dalam hidup saya.	-0.059	Tidak Valid
10	Saya merasa tidak memiliki kendali atas kesuksesan karir saya.	0.928	Valid
11	Saya mampu menghadapi sebagian besar masalah saya.	-0.169	Tidak Valid
12	Ada saat-saat ketika segalanya tampak suram dan tanpa harapan bagi saya.	0.805	Valid
<b>Variabel <i>Employee Green Behaviors</i></b>			
1	Saya selalu mengikuti inisiatif lingkungan dari perusahaan saya.	0.598	Valid
2	Saya berpartisipasi aktif dalam pelatihan perlindungan lingkungan yang disediakan oleh perusahaan.	0.090	Tidak Valid
3	Saya mengambil inisiatif untuk belajar tentang perlindungan lingkungan untuk meningkatkan kemampuan perlindungan lingkungan.	0.209	Tidak Valid
4	Saya mencetak dengan dua sisi jika memungkinkan.	0.012	Tidak Valid
5	Saya menggunakan gelas air pribadi daripada gelas sekali pakai di kantor	-0.089	Tidak Valid
6	Saya menyelesaikan tugas yang ditugaskan oleh perusahaan dengan cara yang ramah lingkungan.	0.141	Tidak Valid
7	Saya secara spontan memberikan waktu saya untuk membantu rekan kerja memperhitungkan lingkungan dalam segala hal yang mereka lakukan di tempat kerja.	0.469	Valid
8	Saya mendorong rekan kerja saya untuk lebih sadar lingkungan.	0.357	Valid
9	Saya memberikan saran tentang praktik ramah lingkungan kepada manajer untuk meningkatkan kinerja lingkungan perusahaan.	0.796	Valid
10	Saya memberi tahu manajemen tentang potensi aktivitas yang tidak bertanggung jawab secara lingkungan.	0.742	Valid

### Reliability Test

Reliability testing is conducted to determine how consistent and accurate each statement item is in measuring the variables used in the study. In assessing whether a variable is consistent and accurate, it can be seen through the Cronbach's Alpha value which is a reliability coefficient that shows how well each statement item on the variable correlates with each other. Each statement item that measures a variable can be declared reliable if Cronbach's Alpha is more than or equal to 0.6 (Sekaran & Bougie, 2016). The following is a table of reliability test results as follows.

Table 2. Reliability Test

No	Pernyataan	Item	Cronbach's Alpha	Keputusan
1.	<i>Ethical Behaviors of Leaders</i>	7	0,900	Reliabel
2.	<i>Workplace Gratitude</i>	10	0,681	Reliabel
3.	<i>Employee Well-Being</i>	7	0,966	Reliabel
4.	<i>Employee Green Behaviors</i>	5	0,661	Reliabel

Source: SPSS Output Results Version 21

### Goodness of Fit Test

The goodness of fit test uses a decision-making basis that refers to the theory (Hair et al., 2021) which states that if there is at least one measurement criterion that states that the goodness of fit results are met, the research model can be declared feasible or passes the goodness of fit test. The table of goodness of fit test results is as follows

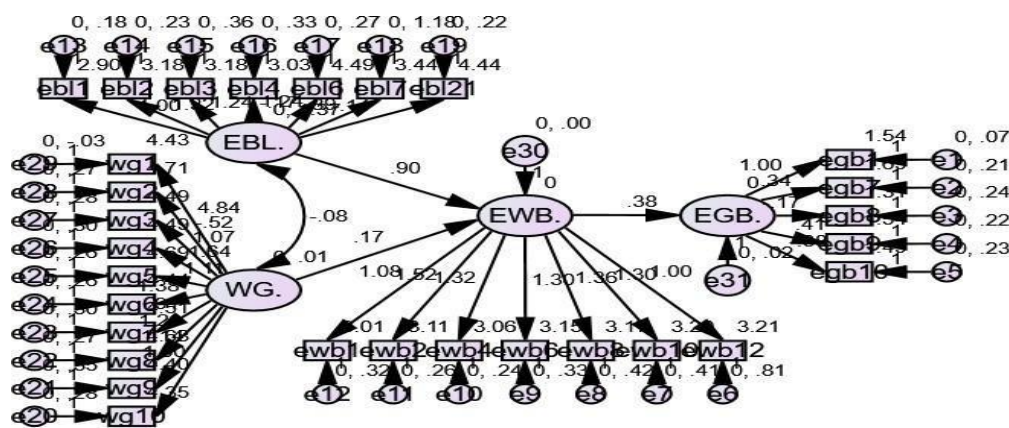


Figure 1 Goodness of Fit Test

Source: Amos Output Results Version 23

**Table 3.** Goodness of Fit Test Results

Jenis Pengukuran	Pengukuran	Nilai	Batas penerimaan yang disarankan	Kesimpulan
<i>Absolute fit measures</i>	ECVI	4,112	Mendekati nilai Saturated dibanding independen	<i>Goodness of Fit</i>
	RMSEA	0,075	≤ 0,1	<i>Goodness of Fit</i>
<i>Incremental fit measures</i>	IFI	0,904	≥ 0,90 atau mendekati 1	<i>Goodness of Fit</i>
	CFI	0,903	≥ 0,90 atau mendekati 1	<i>Goodness of Fit</i>
	TLI	0,887	≥ 0,90 atau mendekati 1	<i>Marginal of Fit</i>
<i>Parsimonius fit measure</i>	CMIN/DF	2,588	Batas bawah 1, batas atas 5	<i>Goodness of Fit</i>
	AIC	1147,335	Mendekati nilai Saturated dibanding independen	<i>Goodness of Fit</i>

Source: Amos Output Results Version 23

Based on the results table 3. , it can be seen that research model approach as model good f i t. This RMSEA analysis is useful for improving Chi-Square which cannot accept large sample sizes. According to Ghozali (2017), the RMSEA value is said to be good if it has a result < 0.08. Then, the Goodness of Fit Index (GFI) shows the level of Overall model fit is calculated from the squared residuals of the predicted model compared to the actual data. This GFI analysis measures non- statistics with values ranging from 0-1.0. A value of 1 is declared poor fit and if the value is getting better approaching 1.0 it can be declared perfect fit . This shows that the higher the GFI value indicates a good fit. According to Ghozali (2017), the GFI value tested has a good fit is > 0.90. Then, AGFI is the GFI adjusted to the ratio between the proposed degree of freedom and degree of freedom of the null model. According to Ghozali (2017), recommends a value > 0.90. The greater the AGFI value, the better the model's suitability. Then the CMIN/DF analysis is a parsimonious fit measurement to measure goodness of fit. This measurement is expected to have a value not exceeding 2 so that the results can be stated as fit. TLI analysis is the first measurement proposed to evaluate factor analysis. According to Ghozali (2017), TLI is used to overcome problems due to model complexity. The recommended value for TLI is >0.90. CFI analysis is a measurement of incremental suitability. According to Ghozali (2017), the range of values is between 0-1, values approaching 1 identify models that have a good level of suitability. The value recommended for CFI >0.90.

## Respondent Characteristics

From the results of this study conducted on employees of PT Salim Ivomas Pratama Tbk, it is known that the demographic characteristics of respondents consisting of gender, age, length of service, employee status are as follows:

### Respondents' Gender Profile

The following is a table of respondent characteristics distributed to respondents based on gender:

**Table 4.** Demographic Data of Respondents Based on Gender

Keterangan	Jumlah Responden	Persentase
Laki – laki	204	72.9
Perempuan	76	27.1
<b>Total</b>	<b>280</b>	<b>100.0</b>

Source: SPSS Output Results Version 21

Based on table 4 shows the results of the respondent profile test grouped into gender categories, showing that the majority of respondents are male, as many as 204 people with a percentage of 72.9% of the total respondents. While the respondents are female, as many as 76 people with a percentage of 27.1% of the total respondents. This shows that the majority of employees of PT. Salim Ivomas Pratama Tbk based on gender are male, due to the field of work that requires physical strength at PT. Salim Ivomas Pratama Tbk.

### Respondents Age Profile

The following is a table of respondent characteristics distributed to PT.Salim Ivomas Pratama Tbk employees based on age.

**Table 5.** Demographic Data of Respondents Based on Age

Keterangan	Jumlah Responden	Persentase
< 35tahun	1	0.4
35- 45tahun	279	99,6
<b>Total</b>	<b>280</b>	<b>100.0</b>

Source: SPSS Output Results Version 21

Based on table 5 also shows the results of the respondent profile test grouped into age categories, showing the majority of respondents aged 35-45 years, namely 279 people with a percentage of 99.6% of the total respondents. While the least respondents are in the age group <35 years as many as 1 person with a percentage of 0.4% of the total respondents where the age of 35-45 years as the age that has mature experience in working.

### Respondents' Length of Service Profile

The following is a table of respondent characteristics distributed to respondents based on length of service:

**Table 6.** Demographic Data of Respondents Based on length of service

Keterangan	Jumlah Responden	Presentase
5– 15 tahun	280	100,0
<b>Total</b>	<b>280</b>	<b>100,0</b>

Source: SPSS Output Results Version 21

Based on table 6 also shows the results of the respondent profile test grouped into categories of length of service, showing that all respondents have worked for 5-15 years, namely 280 people with a percentage of 100% of the total respondents.

### Respondents’ Employee Status Profile

The following is a table of respondent characteristics distributed to respondents based on employee status:

**Table 7.** Demographic Data of Respondents Based on Employee Status Profile

Keterangan	Jumlah Responden	Presentase
Karyawan tetap	280	100,0
<b>Total</b>	<b>280</b>	<b>100,0</b>

Source: SPSS Output Results Version 21

Based on table 7 it also shows the results of the respondent profile test which is grouped into job type categories, showing that all respondents have a job type as permanent employees, namely 280 people with a percentage of 100% of the total respondents.

## Discussion

### Ethical Behavioral of Leaders Analysis Results

Descriptive statistics for the EBOL variable can be seen as follows:

**Table 8.** Descriptive Statistics of Ethical Behavioral of Leaders

No	Pernyataan	Mean	Std Deviasi
1	Pemimpin membebani saya dengan tanggung jawab atas pekerjaan yang bukan menjadi tanggung jawab saya.	2.90	1.245
2	Pemimpin menyalahkan saya atas hal-hal yang bukan kesalahan saya	3.18	1.617
3	Pemimpin hanya fokus untuk mencapai tujuan pribadinya sendiri	3.18	1.569
4	Pemimpin memanipulasi bawahan.	3.03	1.562
6	Pemimpin dapat diandalkan untuk menghormati komitmen yang telah dibuatnya.	4.49	0.561
7	Pemimpin tidak mengizinkan orang lain untuk berpartisipasi dalam pengambilan keputusan.	3.44	1.511
8	Pemimpin menjelaskan konsekuensi dari kemungkinan perilaku tidak etis oleh saya dan kolega saya.	4.44	0.497
<b>Total Mean Ethical Behaviors of Leaders</b>		<b>3.52</b>	<b>1.223</b>

Source: SPSS Output Results Version 21

Based on table 8 shows the results of descriptive statistical testing of the variable Ethical Behaviors of Leaders which shows a mean value of 3.52 which means that on average employees feel that leaders do not always burden employees with responsibility for work that is not the employee's responsibility, feel that leaders do not always blame employees for things that are not the employee's fault, feel that leaders are not always only focused on achieving their own personal goals but also common goals, feel that leaders do not take actions such as manipulating subordinates, feel that leaders can be relied on to honor commitments that have been made, feel that leaders on several occasions allow others to participate in decision making and feel that leaders often explain the consequences of possible unethical behavior that employees do. Meanwhile, the standard deviation value obtained is 1.223 which shows a number more than one which means that respondents' answers tend to vary or are diverse.

### Workplace Gratitude Analysis Results

Descriptive statistics for the WG variable can be seen as follows:

**Table 9.** Descriptive Statistics of Workplace Gratitude

No	Pertanyaan	Mean	Strd Deviasi
1	Bagaimana Anda menilai kualitas interaksi Anda dengan mereka yang Anda layani terkait dengan rasa terima kasih atau penghargaan yang Anda terima.	4.43	0.557
2	Saya merasa dihargai melalui gaji dan tunjangan yang saya terima di tempat kerja.	4.71	0.526
3	Saya merasa pekerjaan saya memberikan dampak positif bagi orang lain di sekitar saya.	4.49	0.542
4	Saya merasa memiliki keseimbangan yang baik antara pekerjaan dan kehidupan pribadi saya.	4.49	0.587
5	Saya merasa puas dengan pencapaian yang telah saya raih di tempat kerja.	4.69	0.527
6	Saya merasa bahwa hubungan antar rekan kerja di tempat kerja saya sangat baik dan saling mendukung	4.44	0.538
7	Pekerjaan saya memberikan banyak kesempatan untuk belajar dan mengembangkan keterampilan baru.	4.51	0.562
8	Atasan saya memberikan dukungan moral yang cukup dalam pekerjaan saya.	4.68	0.539
9	Rekan kerja saya selalu siap memberikan dukungan ketika saya membutuhkan bantuan dalam pekerjaan.	4.40	0.609
10	Saya merasa memiliki kontrol yang cukup terhadap cara saya menyelesaikan tugas-tugas saya.	4.35	0.548
<b>Total Mean Workplace Gratitude</b>		<b>4.51</b>	<b>0.553</b>

Source: SPSS Output Results Version 21

### Employee Well Being Analysis Results

Descriptive statistics for the EWB variable can be seen as follows:

**Table 10.** Descriptive Statistics of Employee Well Being

No	Pertanyaan	Mean	Strd Deviasi
1	Kadang-kadang saya merasa tertekan.	3.01	1.250
2	Kadang-kadang saya merasa bahwa saya tidak berharga.	3.11	1.658
4	Kadang-kadang ketika saya gagal, saya merasa tidak berharga.	3.06	1.453
6	Kadang-kadang, saya merasa tidak memiliki kendali atas pekerjaan saya.	3.15	1.470
8	Saya dipenuhi dengan keraguan tentang kompetensi saya.	3.17	1.558
10	Saya merasa tidak memiliki kendali atas kesuksesan karir saya.	3.20	1.496
12	Ada saat-saat ketika segalanya tampak suram dan tanpa harapan bagi saya.	3.21	1.376
<b>Total Mean Employee Well-Being</b>		<b>3.12</b>	<b>1.465</b>

Source: SPSS Output Results Version 21

Based on table 10 also shows the results of descriptive statistical testing of the Employee Well-Being variable which shows a mean value of 3.12 which means that on average employees feel sometimes stressed at work, feel quite valuable at work, feel quite valuable even though they sometimes fail, feel quite in control of the work they do, feel sometimes have doubts about their own competence, feel quite in control of the success of their careers and sometimes feel that there are times when everything looks gloomy for employees. While the standard deviation value obtained is 1.465 which shows a number more than one which means that the respondents' answers tend to vary or are diverse.

### Employee Well Being Analysis Results

Descriptive statistics for the EWB variable can be seen as follows:

**Table 11.** Descriptive Statistics of Employee Green Behaviors

No	Pertanyaan	Mean	Strd Deviasi
1	Saya selalu mengikuti inisiatif lingkungan dari perusahaan saya.	4.46	0.499
2	Saya secara spontan memberikan waktu saya untuk membantu rekan kerja memperhitungkan lingkungan dalam segala hal yang mereka lakukan di tempat kerja.	4.31	0.479
3	Saya mendorong rekan kerja saya untuk lebih sadar lingkungan.	4.69	0.494
4	Saya memberikan saran tentang praktik ramah lingkungan kepada manajer untuk meningkatkan kinerja lingkungan perusahaan.	4.46	0.499

No.	Pertanyaan	Mean	Strd Deviasi
5	Saya memberi tahu manajemen tentang potensi aktivitas yang tidak bertanggung jawab secara lingkungan.	4.50	0.501
<b>Total Mean <i>Employee Green Behaviors</i></b>		<b>4.48</b>	<b>0.494</b>

Based on table 11 also shows the results of descriptive statistical testing of the Employee Green Behaviors variable which shows a mean value of 4.48 which means that on average employees feel that they always follow the company's environmental initiatives, feel that they spontaneously give time to help coworkers take the environment into account in everything they do at work, feel that they have encouraged coworkers to be more environmentally conscious, feel that they have provided suggestions on environmentally friendly practices to managers to improve the company's environmental performance and feel that they have informed management about potential environmentally irresponsible activities in the workplace. Meanwhile, the standard deviation value obtained is 0.494 which shows a number that is quite close to one which means that the respondents' answers tend to be quite varied or quite diverse.

**Conclusion**

Based on the results of research conducted on employees of PT. Salim Ivomas Pratama Tbk to analyze the influence of Ethical Behaviors of Leaders, Workplace Gratitude, and Employee Well-Being on Employee Green Behaviors, several important things can be concluded as follows:

The Influence of Ethical Behaviors of Leaders on Employee Well-Being: Ethical behavior of leaders has a positive and significant influence on employee well-being. This shows the importance of leaders who apply ethical principles in interactions and decision-making to improve employee motivation, job satisfaction, and performance.

The Influence of Workplace Gratitude on Employee Well-Being: Although gratitude in the workplace has a positive value, no significant influence was found on employee well-being.

Therefore, PT. Salim Ivomas Pratama Tbk needs to focus on other factors that more directly affect employee well-being, such as an inclusive corporate culture and psychological support.

The Influence of Employee Well-Being on Employee Green Behaviors: Employee well-being has a positive influence on environmentally friendly behavior in the workplace. Employees who feel well-being are more likely to engage in environmentally friendly behaviors, which can be utilized by companies in sustainability programs.

The Role of Employee Well-Being as a Mediator between Ethical Behaviors of Leaders and Employee Green Behaviors: Employee Well-Being acts as a significant mediator in the relationship between ethical behaviors of leaders and employee green behaviors. This confirms that improving employee well-being can be an effective strategy to encourage environmentally friendly behaviors in companies.

The Role of Employee Well-Being as a Mediator between Workplace Gratitude and Employee Green Behaviors: There is no evidence that Employee Well-Being mediates the effect between gratitude in the workplace and environmentally friendly behaviors. Therefore, companies need to consider other, more direct policies to encourage environmentally friendly behaviors.

Overall, the results of this study provide important insights for PT. Salim Ivomas Pratama Tbk to strengthen ethical leadership policies, improve employee well-being, and develop sustainability programs that involve employees. Policies that integrate ethical principles, employee well-being, and environmentally friendly behaviors can improve company performance and support long-term sustainability goals. Based on the results of research conducted on employees of PT. Salim Ivomas Pratama Tbk to analyze the influence of Ethical Behaviors of Leaders, Workplace Gratitude, and Employee Well-Being on Employee Green Behaviors, several important things can be concluded as follows:

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