HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Linking Exploitative Leadership, Green HRM to OCBE and Emotional Exhaustion Among Gen Z in Jakarta's F&B Industry

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ABSTRACT

The food and beverage (F&B) industry in Jakarta has experienced rapid growth, but it also contributes significantly to environmental degradation. To address this issue, fostering employees' voluntary pro-environmental behaviors known as Organizational Citizenship Behavior for the Environment (OCBE) is essential. This study examines the influence of exploitative leadership and Green Human Resource Management (Green HRM) on OCBE, with Emotional Exhaustion serving as a mediating variable among Generation Z employees in South Jakarta's F&B sector. A quantitative survey method was employed, involving 180 purposively selected respondents. Data were analyzed using Structural Equation Modeling (SEM) and the Sobel test. The findings reveal that while Green HRM significantly enhances OCBE, it also increases Emotional Exhaustion. In contrast, exploitative leadership hurts OCBE but does not significantly affect Emotional Exhaustion. Furthermore, emotional exhaustion significantly reduces OCBE and mediates the relationship between Green HRM and OCBE. These results underscore the importance of maintaining employees' psychological well-being when implementing environmentally oriented HRM practices. Organizations are encouraged to avoid exploitative leadership styles and to balance the demands of Green HRM with adequate emotional support to optimize OCBE.

Keywords: Emotional Exhaustion, Employee OCBE, Green HRM, Exploitative Leadership, Generation Z
JEL Code: M12, M14, M54, Q56, D23

I.   Introduction

The rapid growth of Indonesia's Food & Beverage (F&B) industry, especially in dynamic urban areas like South Jakarta, reflects a rising wave of consumer demand in recent years. As a commercial and culinary hotspot, this region exemplifies how F&B is becoming a vital economic driver. Yet, this progress comes with an environmental price. From excessive food waste to unsustainable packaging practices and high energy use, the sector contributes significantly to ecological stress (Suryahanjaya et al., 2024). In fact, Indonesia generated an estimated 20.94 million tons of food waste in 2020, mostly from households and commercial food services, placing it fourth globally. Considering that food waste is linked to roughly 8–10% of global greenhouse gas emissions, the environmental stakes for this industry are exceptionally high (Eshandriana,

2023). While certain regions, such as East Java, have introduced formal environmental standards like ISO 14001 (Abadiyah et al., 2020), these efforts haven't necessarily translated into improved everyday behavior among employees. Excessive consumption of resources such as paper, water, and energy remains a common issue. This highlights the need for a more holistic approach to sustainability, one that addresses not only systems and operations but also the everyday conduct and mindset of the workforce.

One promising avenue is Organizational Citizenship Behavior for the Environment (OCBE), a form of voluntary, environmentally responsible behavior shown by employees. These actions go beyond formal job duties and include initiatives like reducing waste, conserving energy, or actively supporting recycling programs. Although derived from the broader concept of Organizational Citizenship Behavior (OCB), OCBE centers specifically on environmental responsibility and sustainability in the workplace (Ramdani et al., 2023). However, recent studies suggest that OCBE levels within Indonesia's F&B sector remain alarmingly low (Reasoa et al., 2022), prompting the need for targeted interventions that can nurture these behaviors from the inside out. At the same time, it is crucial to consider the generational makeup of today's workforce. Generation Z, born between 1995 and 2012 (Barhate et al., 2022; Gabrielova & Buchko, 2021), now represents a significant portion of Indonesia's population, about 74.93 million people or nearly 28% of the national total (Sawitri, 2023). This cohort often values autonomy, flexibility, and supportive leadership (Andriyani et al., 2024), yet frequently grapples with challenges in workplace socialization and independence (Kyrousi et al., 2022). Interestingly, while Gen Z generally exhibits strong environmental awareness, their active participation in sustainability efforts, such as reducing food waste, tends to be limited. Rahsilaputeri et al. (2022) attribute this gap largely to inadequate workplace support. This raises an important question: what kind of organizational climate can effectively translate awareness into action for this generation?

Green Human Resource Management (Green HRM) has emerged as a strategy with substantial potential to address this gap. Through initiatives like sustainability-oriented recruitment, training programs, and performance incentives, Green HRM fosters an environment where eco-conscious behavior is not only encouraged but normalized (Ahmed et al., 2024). However, the success of these efforts may hinge on an often-overlooked psychological factor: Emotional Exhaustion. When employees are mentally drained, their capacity to engage in extra-role behaviors, including OCBE, can diminish significantly (Dumont et al., 2017). This brings us to a deeper concern: the impact of exploitative leadership. Leaders who prioritize personal gain, manipulate subordinates, and show little empathy can create environments that accelerate burnout (Khalid & Aftab, 2024). Studies suggest that such toxic dynamics lead to decreased job satisfaction and reduced engagement in prosocial behaviors like OCBE (Elsaied, 2022). This not only undermines Green HRM efforts but also presents a broader risk to organizational health. The situation may be even more critical for younger employees like Gen Z, who are particularly sensitive to leadership ethics and workplace fairness. If not addressed, the combined pressures of exploitative leadership and environmental expectations can result in emotional disengagement and declining morale. In light of these challenges, this study investigates how exploitative leadership and Green HRM jointly influence OCBE, with Emotional Exhaustion as a key mediating factor. By examining these dynamics within the F&B industry, we hope to offer insights that can inform more responsive HR practices, ones that not only drive environmental progress but also support employee well-being in a meaningful and sustainable way.

II.   Literature Review and Hypothesis Development

2.1.   Exploitative Leadership

Exploitative leadership is defined as a leadership style characterized by self-serving, manipulative, and unfair behavior that prioritizes the leader's interests over those of their subordinates (Abdulmuhsin et al., 2021; Schmid et al., 2019). Several aspects reveal these behaviors. As said in Schmid et al. (2019), the first dimension is functioning egoistically, in which leaders often grab credit for team successes while giving their own aims top priority and neglecting those of subordinates. The ond dimension, applying pressure or playing

followers off against one another, calls for the deployment of high-stress strategies and encouraging conflict or rivalry among subordinates for personal benefit. The third, overburdening followers, is giving already stressed-out workers too much work, sometimes under the cover of assistance. Finally, underchallenging followers is the result of leaders purposefully assigning boring jobs that impede employees' professional and personal development.

(Abdulmuhsin et al., 2021) Expanded this understanding by identifying five behavioral indicators of exploitative leadership, which include: Genuine egoistic leaders are those who behave only in their own best interests without really benefiting the team or company. Taking credit means appreciating the achievements of subordinates even in cases where the leader did not actively participate. Exerting job pressure is the result of irrational expectations without enough support, tight deadlines, and too heavy workloads. Undermining subordinates' work growth shows the deliberate impediment of employees' career advancement by means of limited, difficult assignments, promotion prospects, or training access. At last, controlling subordinates calls for dishonest behavior, including false promises, emotionally charged team member manipulation, and destructive internal rivalry for personal gain.

2.2.   Green HRM

Corporations use Green Human Resource Management (Green HRM) to inspire staff members to engage in more ecologically responsible activities, therefore benefiting people, society, corporations, and promoting environmental sustainability (Romadhania et al., 2023). Generally speaking, green HRM is any action connected to the design, implementation, and upkeep of systems aimed to inspire staff members of a company to engage in environmental responsibility (Emilisa, 2020). This concept reveals a well-designed and ongoing transformation to make businesses more sustainable and enjoyable for the surroundings (Yong et al., 2020). Green HRM is the use of organizational methods, work systems, and policies meant to increase workers' environmental awareness, thereby benefitting individuals, society, the environment, and the enterprise generally. Green HRM also helps to raise employee engagement, competencies, and satisfaction, therefore impacting company performance and financial success (Riaz et al., 2024). Following the discussion on exploitative leadership, which often discourages voluntary behavior, the next section presents Green HRM as a supportive factor that promotes pro-environmental behavior. These concepts enable one to understand Green HRM as a set of policies, processes, and systems within human resource management aimed at supporting environmentally friendly behavior in the workplace. Along with benefits for workers, businesses, and society at large, like increased engagement, happiness, and organizational success, this approach supports environmental sustainability.

 Dimensions of green HRM are green competencies, knowledge, and skills for efficiently managing resources and lowering waste; green attitude, which reflects awareness and intention to adopt environmentally friendly practices; green behavior, which involves actual actions to protect the environment; and green results, the positive outcomes of applying such practices (Emilisa, 2020). Additionally, according to Tang et al. (2018), Green HRM also consists of green recruitment and selection of environmentally conscious candidates, green training to improve environmental knowledge, green performance management based on sustainability indicators, green pay and rewards to incentivize environmental contributions, and green involvement, encouraging employee participation in environmental initiatives. The application of Green HRM is influenced by several crucial elements: organizational culture and job satisfaction that support good behavior; reward systems and job motivation that raise employees' dedication to green practices; organizational regulations and commitment that guarantee effective Green HRM execution Fathussalam et al., 2021). Another crucial component is environmental ethical awareness, which is strengthened by supportive supervisory behavior and environmental training. Successful Green HRM implementation depends on both. Green HRM thus offers a holistic approach in human resource management that integrates policies, practices, and systems to build more sustainable and environmentally conscious businesses, considering the elements of competencies, attitudes, behaviors, results, and the elements influencing their implementation.

2.3. Employee OCBE

Organizational Citizenship Behavior for the Environment (OCBE) is the volunteer activities employees make outside of their regular employment to raise the standard of their workplace. As stated in (Ahmed et al., 2024), OCBE considerably helps businesses to be ecologically sustainable, even though it does not typically gain official recognition and is not explicitly specified in job descriptions. Among other OCBE efforts, recycling and garbage reduction demonstrate staff members' environmental awareness (Swearingen et al., 2024). OCBE is considered a crucial aspect in fostering a work culture oriented towards sustainability (Irmawati et al., 2020; Saputro & Nawangsari, 2021). This behavior happens because employees feel like they are part of the organization and are happy to do more than what is asked (Masrum et al., 2025). Simply put, Organizational Citizenship Behavior means employees willingly do good things at work, even if it's not their job. They help others and support the team without being told, which makes the workplace better for everyone (Siregar et al., 2024).

According to Tsai et al., (2016), OCBE consists of six dimensions: (1) eco-helping, voluntary behaviors that assist coworkers in performing environmentally friendly actions; (2) eco-civic engagement, active participation in organizational activities supporting environmental preservation; (3) eco-initiatives, personal initiatives to carry out positive environmental actions; (4) eco-loyalty, commitment to the organization's environmental values and goals; (5) eco-responsibility, compliance with environmental policies and regulations without coercion; and (6) eco-self-development, efforts by individuals to enhance their knowledge and skills related to environmental conservation. Meanwhile, Chithra & Jyothi (2017) classify employee OCBE into three main categories: eco-initiatives, eco-helping, and eco-civic participation. These aspects highlight workers' active participation in company environmental programs, helping colleagues, and personal efforts toward sustainability (Bhatnagar & Aggarwal, 2020; Tsai et al., 2016). Both dimensional models help to shape employee actions supporting environmental responsibility and sustainability in the workplace.

2.4. Emotional Exhaustion

Extended stress in the job causes a syndrome called Emotional Exhaustion, which leaves one somewhat emotionally exhausted. (Ahmed et al., 2024). This condition not only influences the emotional aspect but also results in physical and mental exhaustion from continual strain related to the job over an extended period. (Sahibzada et al., 2024). Emotionally fatigued people may feel deprived of energy, have difficulty concentrating, have less motivation, and be disappointed with the outcome of their work. Furthermore, associated with this exhaustion are psychological elements such as prolonged tension, lack of enthusiasm, and a depletion of emotional resources needed to manage professional demands (Chaouali et al., 2024). The main causes of this condition, which might influence both general well-being and personal performance, are too much psychological pressure and intensive work. (Al-kashab, 2024).Emotional, physical, and mental exhaustion from prolonged stress and work pressure can lead to energy depletion, reduced focus, low motivation, and job dissatisfaction. High psychological stress drains emotional energy and, if ignored, may harm both performance and well-being. Thus, individuals and organizations should recognize its signs and take preventive measures.

According to Arya et al. (2023), the many definitions offered help one to recognize mental, bodily, and Emotional Exhaustion resulting from general stress and job pressure applied. From this disorder follow energy depletion, poor focus, less work motivation, and discontent with job performance. Furthermore, strongly associated with Emotional Exhaustion is too high psychological stress, which saps emotional energy. Ignored, this disorder may influence work output and personal welfare. People as well as companies should therefore be aware of the indicators of Emotional Exhaustion and use preventative measures to lower its negative consequences. The voluntary activities of staff members to preserve the working environment, known as Organizational Citizenship Behavior for the Environment (OCBE), directly influence the profitability of a firm. Leaders who show exploitative behavior—that is, those who behave selfishly and unfairly—may

make staff people feel underappreciated, therefore lowering their drive and environmental concern. Conversely, using Green HRM strategies like environmental training and incentives would enable employees to become more motivated to engage in eco-friendly activities. Employees' drive to participate in extra-role environmental activities also suffers from emotional weariness, indicated by work-related stress and exhaustion. Still, motivating organizational policies that promote employee well-being, enough rest, and a clean workplace can help to lower Emotional Exhaustion, thus enabling employees to maintain good environmental behavior in the face of challenges in their job. This conceptual model clarifies how exploitative leadership and green HRM policies influence employee OCBE by means of emotional weariness acting as a mediator:
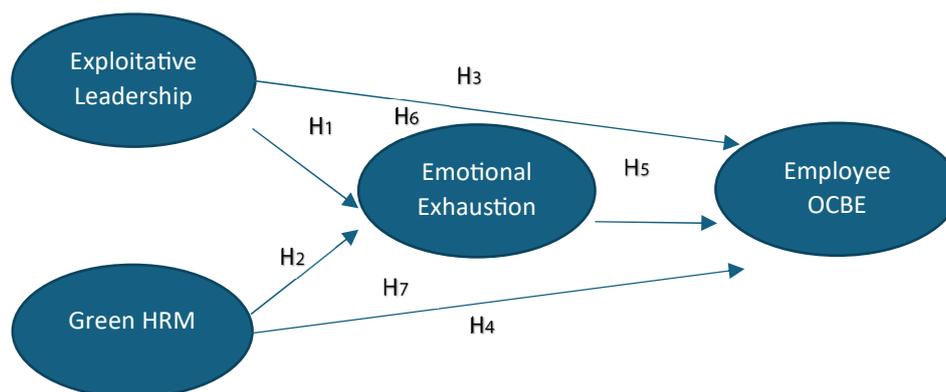

Figure 1. Conceptual Framework

This paper investigates how exploitative leadership, which takes advantage of workers, may cause Emotional Exhaustion and reduce employee organizational citizenship behavior for the environment (OCBE), particularly in the F&B sector, where environmental awareness and voluntary engagement are key to sustainability. This study intends to investigate how pressure from managers saps workers' energy, therefore reducing their care about environmental practices at work, using the ego depletion or self-control hypothesis. A person experiencing Emotional Exhaustion, that is, severe physical and mental tiredness brought on by a demanding schedule, ongoing pressure, and inadequate supervisor support, feels (Hwang et al., 2021). This disorder may reduce workers' output and cause them to lose drive to help the business, including in terms of environmental preservation. Therefore, an unhealthy work environment caused by exploitative leadership can lead to conflicts among employees, lower work morale, and drain their emotional energy.

In the F&B industry, work often requires extra effort because tasks must be done quickly, accurately, and involve constant interaction with customers. If supervisors focus only on profits without caring for employee well-being, employees may experience higher stress and eventually Emotional Exhaustion. For example, if employees are continuously given high targets without enough rest or are forced to work in uncomfortable conditions, they may lose enthusiasm for doing their tasks well, including maintaining cleanliness and reducing waste (D'Souza et al., 2023). Currently, many F&B companies are adopting environmentally friendly policies, such as reducing plastic waste, saving energy, and using more sustainable raw materials. For these programs to succeed, employees must be motivated to voluntarily contribute (employee OCBE). However, if exploitative leadership causes employees to feel pressured and exhausted, they tend to care less about the company's environmental initiatives. Therefore, companies need to ensure employees do not experience excessive Emotional Exhaustion to improve employee OCBE behavior (Elsaied, 2022). Sahibzada et al. (2024) found that exploitative leadership increases employees' Emotional Exhaustion, which then lowers employee OCBE behavior. Based on these reasons, the following hypothesis is proposed:

H1. Exploitative leadership has a positive effect on Emotional Exhaustion.

The Conservation of Resources (COR) theory explains that workplace stress occurs when an individual feels a loss of important resources or struggles to obtain them despite considerable effort. (Mardini et al., 2022). Under such conditions, employees tend to focus on conserving their remaining resources rather than investing them elsewhere. Consequently, Green HRM can also increase pressure on employees, depleting their energy and leading to emotional exhaustion, which ultimately hinders employee OCBE. Emotional exhaustion acts as a form of stress linking Green HRM to employee OCBE because emotionally exhausted employees are less likely to engage in environmental initiatives. Emotional Exhaustion is a psychological condition characterized by physical and mental fatigue resulting from continuous work-related stress.

Three primary causes explain how Green HRM may lead to Emotional Exhaustion among employees due to increased expectations and environmental demands. First, it calls for staff members to pick up fresh ecologically linked competencies alongside their main line of work (Tang et al., 2018). Employees have to learn more ecologically friendly work practices and engage in extra training, for instance, which might raise their burden and tiredness. Second, Green HRM drives staff members toward environmental performance goals. Companies could, for example, assess staff members according on their contributions to environmental initiatives. (Pinzone et al., 2016) Unclear organizational objectives and workers' uncertainty on how to satisfy new criteria might potentially be sources of this pressure. (Ren & Jackson, 2020). Third, Green HRM sometimes results in changes to business processes and work cultures. These changes force staff members to adjust to new rules and procedures, hence, maybe increasing their tiredness from the higher expectations. (Mishra, 2017) For workers, this uncertainty adds even another cause of anxiety. These grounds lead one to suggest the following theory.

H2. Green HRM positively affects Emotional Exhaustion.

Exploitative leadership occurs when a leader prioritizes their own interests over the well-being of employees. Such leaders often behave unfairly and exploit employees for their personal gain. (Guo et al., 2021). We argue that this type of leadership negatively affects employees' motivation to engage in pro-environmental behaviors at work, known as Employee Organizational Citizenship Behavior for the Environment (Employee OCBE). Exploitative leadership typically imposes excessive pressure without providing adequate support. Research by Yuliyasti et al., (2023) Indicates that exploitative leadership negatively impacts employees' green innovative behaviors, which are a key component of Employee OCBE. This can lead to increased stress and reduced motivation among employees to participate in environmental initiatives. (Fatima & Majeed, 2023). Furthermore, when employees feel unfairly treated and exploited without proper recognition, they become even less willing to engage in positive actions such as Employee OCBE. (Wang et al., 2024). Therefore, we propose the following hypothesis:

H3. Exploitative leadership negatively affects Employee OCBE.

A fundamental component of green management, green HRM combines ideas of sustainability into human resource management. This strategy calls for environmentally friendly hiring, sustainability-based training, performance reviews including environmental elements, and pay structures that encourage staff members' green practices. Green HRM enables companies to increase workers' environmental awareness, knowledge, and skills, therefore improving the whole environmental performance of the company (Chaudhary, 2019). Research indicates that Green HRM motivates employees' green practices, including voluntary behavior supporting the company's sustainability goals (Aboramadan, 2022; Karatepe et al., 2022). Employee OCBE is one such activity. Green HRM urges employees to actively support many environmental programs like garbage management, energy economy, and other environmentally friendly behaviors. Moreover, this approach fosters a corporate culture that values sustainability, hence increasing staff participation in initiatives for environmental preservation.

This paper projects how Green HRM would affect employee OCBE. Underlining this link is the Conservation of Resources (COR) hypothesis, which clarifies people's need to acquire, preserve, and increase their resources. Green HRM is therefore seen as an organizational tool that helps staff members' skills, knowledge, and chances to support green projects, thus raising their worth. (Tang et al., 2018). Knowing the long-term advantages of supporting sustainability, these tools inspire staff members to participate in green activities. Workers in surroundings where Green HRM is valued are more likely to act in ways promoting sustainability. They start projects aimed at lowering the company's negative environmental effect, go to training on environmentally friendly methods, and participate in projects to improve the quality of the working surroundings. Moreover, workers who believe their business supports environmental initiatives are more likely to offer employee OCBE as a tool for achieving corporate goals. Applying COR theory and existing empirical evidence, one derives the following hypothesis:

H4. Green HRM positively influences employee OCBE.

The Conservation of Resources (COR) Theory holds that people try to acquire, preserve, and defend their valued resources. Those who suffer from stress or resource loss are prone to avoid other activities that can exhaust their energies even more. Excessive job expectations and a lack of support in the office cause individuals to feel both physically and psychologically tired. Employees in workplaces marked by exploitative leadership can have demanding schedules, little control over decisions, and inadequate supervisor appreciation. These disorders could intensify Emotional Exhaustion, which influences their conduct at work. Employees who feel drained are more prone to withdraw from extra-role activities, such as employee Organizational Citizenship Behavior for the Environment (OCBE), since they want to save their remaining energy for major work responsibilities.

Employees who experience high levels of Emotional Exhaustion are more likely to perceive OCBE as burdensome rather than as an opportunity to contribute positively. Consequently, they are less inclined to engage in environmental initiatives at work. Research also shows that Emotional Exhaustion can lead employees to feel less satisfied with their organization and to develop negative perceptions toward their employer. Since employee OCBE is a voluntary behavior that requires motivation and energy, Emotional Exhaustion can hinder employee participation in pro-environmental activities in the workplace. Prior studies have also found that exploitative leadership may worsen Emotional Exhaustion, thereby reducing employees' willingness to engage in environmentally responsible behavior. Based on COR theory, the higher the level of Emotional Exhaustion an individual experiences, the lower their tendency to exhibit OCBE (Ooh et al., 2023). Accordingly, the following hypothesis is proposed:

H5. Emotional Exhaustion negatively influences employee OCBE.

Exploitative leadership creates a high-pressure work environment by demanding more from employees without offering adequate support (Sahibzada et al., 2024). As a result, employees experience Emotional Exhaustion, a psychological condition that depletes their mental and physical resources, leading them to withdraw from extra-role behaviors such as Organizational Citizenship Behavior for the Environment (OCBE). Emotional Exhaustion prompts individuals to avoid non-mandatory tasks, including workplace environmental initiatives. Moreover, employees who suffer from Emotional Exhaustion tend to view participation in OCBE as an added burden rather than an opportunity to make a positive contribution, further amplifying the negative effects of exploitative leadership (Ahmed et al., 2024). Thus, Emotional Exhaustion functions as a mediating mechanism that intensifies the adverse impact of exploitative leadership on OCBE, as highly stressed employees are less likely to engage in environmentally responsible behaviors at work. Based on this explanation, the following hypothesis is proposed:

H6. Emotional Exhaustion mediates the relationship between exploitative leadership and employee OCBE.

Green Human Resource Management (GHRM) is a human resource approach meant to inspire staff members to be more ecologically aware in their jobs. Much research has shown that GHRM improves Organizational Citizenship Behavior for the Environment (OCBE), the voluntary activity of employees promoting environmental sustainability, like waste reduction or energy saving. (Ahmed et al., 2024). On the other hand, inadequate adherence to GHRM policies includes assigning too much additional work without enough assistance might make employees feel overburdened and emotionally tired. (Nguyen et al., 2024). Emotional Exhaustion resulting from continuous stress related to employment seems as if one is emotionally spent. Recent studies show that workers who follow GHRM rules, pushing them to work harder without enough balance, are more prone to suffer Emotional Exhaustion. (Khan et al., 2025). Employees who feel emotionally tired often cut down on their participation in OCBE as they want to save their energy and avoid further work that can aggravate their stress level. (Yoo, 2024). Therefore, Emotional Exhaustion may explain why GHRM does not always lead to higher levels of employee OCBE. Based on this reasoning, the following hypothesis is proposed:

H7. Emotional Exhaustion mediates the relationship between Green HRM and employee OCBE.

III. Research Method

3.1. Sample Criteria

Using a purposive sampling approach, a non-probability sampling method, respondents were selected based on two specific criteria: they are Generation Z (born between 1997 and 2012) and are employed in the Food and Beverage (F&B) sector in South Jakarta The unit of analysis was the individual respondent, as the study focused on workers' opinions of emotional circumstances in the workplace, green HRM policies, and exploitative leadership. As advised by (Sekaran & Bougie, 2016)Data collection was done in natural environments free from artificial interference to guarantee contextual authenticity and a more realistic knowledge of workplace dynamics. Examining the linkages among exploitative leadership, Green HRM, Emotional Exhaustion, and employee organizational citizenship behavior for the environment (OCBE), the study used a correlational research methodology. Data were gathered during April and May 2025 across sections. This study expands on earlier studies by Ahmed et al., (2024) and (Sahibzada et al., 2024), which investigated the effect of demanding leadership styles and environmentally focused HR policies on organizational behavior and work environments. The instructions of Hair et al. (2020), which advise a minimum of five responders per questionnaire item, helped to ascertain the needed sample size. There were 36 tasks in all, so a minimum of 180 participants were needed. Accordingly, the study collected data from 180 respondents using an online questionnaire distributed via Google Form. One of the primary demographic characteristics recorded was gender, as shown in the table below:

Table 1. Demographic Characteristics of Respondents Based on Gender

Gender	Generation Z Employees in the Food and Beverage Industry	
	Frequency	Percentage
Male	67	37.22%
Female	113	62.78%
Total	180	100%

As indicated in the table, the majority of respondents were female (62.78%), while male participants accounted for 37.22% of the sample. This distribution reflects the real-world demographic composition of the F&B industry, which tends to employ more female workers in operational and service-related roles. Particularly regarding differences in working experiences, views of leadership, and employee participation with environmental activities in highly sought-after corporate environments, such demographic variety strengthens the analytical depth of this research.

3.2.   Procedure and Measurement

Data were gathered in this quantitative cross-sectional survey design between April and May 2023. Google Forms lets Generation Z workers in the Food and Beverage (F&B) sector in South Jakarta access the questionnaire online. The efficiency and wide reach of this approach in contacting responders helped to justify its choice. The questionnaire consisted of 36 items measuring four main variables: Exploitative Leadership, Green Human Resource Management (Green HRM), Emotional Exhaustion, and Employee Organizational Citizenship Behavior for the Environment (OCBE). Responses were recorded using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The sample size was computed and turned out to be 180 participants minimum, following Hair et al. (2020) recommendations, five to ten times the number of items.

Instrument validity was explored using SPSS version 25 using exploratory factor analysis (EFA). First phases in assessing data fit comprised the Kaiser-Meyer-Olkin (KMO) measure assessment. (Sekaran & Bougie, 2016) And Bartlett's Test of Sphericity. Items with factor loadings higher than 0.5 were preserved; those with lower or non-significant loadings were removed. Using AMOS software, structural equation modeling (SEM) was examined further, both directly and indirectly, among latent variables. Mediating effects of green HRM and exploratory leadership on employee OCBE via Emotional Exhaustion and tiredness were assessed using the Sobel Test.

3.3.   Respondent Selection and Questionnaire Distribution Process

Deliberate sampling was used to choose the respondents based on the main characteristics of Generation Z workers engaged in the Food and Beverage (F&B) sector in the South Jakarta region. This criterion guarantees that every respondent is linked to the study issue and has traits fit for evaluating the impact of Emotional Exhaustion, Green HRM, and Exploitative Leadership on Employee OCBE. Within the purposive sample, respondents' random selection was applied across all branches involved in the study to ensure impartiality, therefore providing equal opportunity for any employee who meets the requirements. The questionnaire was sent online using Google Forms along with concise descriptions of the study aims and pledges of respondent confidentiality.

3.4.   Data Analysis Method

Instrument testing, structural equation modeling (SEM), and the Sobel Test mediation of hypotheses describe three primary procedures guiding the data analysis of this research. This method chosen with the study objectives matches analyzing direct and indirect linkages among Exploitative Leadership, Green HRM, Emotional Exhaustion, and Employee OCBE among Generation Z workers in the Food and Beverage firm in South Jakarta.

a.   Instrument Testing

Examining the Kaiser-Meyer-Olkin (KMO) value and Bartlett's evaluate of Sphericity allowed Exploratory Factor Analysis (EFA) in SPSS version 25 to evaluate instrument validity. Retained to guarantee construct validity were items with a factor loading of > 0.5. Cronbach's Alpha was used to gauge instrument dependability; a score of > 0.60 indicated reasonable internal consistency.

b.   Structural Equation Modeling (SEM) Analysis

SEM was used to test the structural relationships between latent variables and to estimate both direct and indirect effects of Exploitative Leadership, Green HRM, and Emotional Exhaustion on Employee OCBE. The analysis was conducted using the latest version of AMOS.

c. Hypothesis Testing

Using SEM results, hypotheses were evaluated with an eye on p-values and path coefficients to ascertain the strength and direction of relationships between variables.

d. Mediation Test (Sobel Test)

The Sobel Test was used to investigate the mediating effect of Emotional Exhaustion in the link between Exploitative Leadership and Green HRM on Employee OCBE. This approach evaluates the relevance of the indirect influence.

IV. Results and Discussion

4.1. Result of Study

a. Validity and Reliability Test

Table 2. Validity Test

Variable Name	Indicator	Validity Test Result
Exploitative leadership	EL1	0.903
Exploitative leadership	EL2	0.917
Exploitative leadership	EL3	0.92
Exploitative leadership	EL4	0.877
Exploitative leadership	EL5	0.807
Exploitative leadership	EL6	0.549
Exploitative leadership	EL7	0.525
Exploitative leadership	EL8	0.493
Exploitative leadership	EL9	0.524
Exploitative leadership	EL10	0.68
Exploitative leadership	EL11	0.682
Exploitative leadership	EL12	0.674
Green HRM	GHRM1	0.747
Green HRM	GHRM2	0.757
Green HRM	GHRM3	0.741
Green HRM	GHRM4	0.665
Green HRM	GHRM5	0.657
Green HRM	GHRM6	0.72
Employee OCBE	EOCBE1	0.899
Employee OCBE	EOCBE2	0.927
Employee OCBE	EOCBE3	0.913
Employee OCBE	EOCBE4	0.930
Employee OCBE	EOCBE5	0.914
Employee OCBE	EOCBE6	0.916
Employee OCBE	EOCBE7	0.931
Employee OCBE	EOCBE8	0.932
Employee OCBE	EOCBE9	0.885
Employee OCBE	EOCBE10	0.864
Emotional Exhaustion	EE1	0.908
Emotional Exhaustion	EE2	0.848
Emotional Exhaustion	EE3	0.837
Emotional Exhaustion	EE4	0.849

| Emotional Exhaustion | EE5 | 0.921 |
| Emotional Exhaustion | EE6 | 0.455 |

In this work, validity testing was done using factor analysis with reference to factor loading values. With an 180-respondent sample, the least permissible factor loading value is 0.45 (Hair et al., 2019). Two items, EL13 and EL14, had factor loadings below this level and were therefore judged invalid within the Exploitative Leadership variable. As such, these two objects were not included in future investigation. The 12 items that remained after this removal were deemed legitimate as their factor loadings exceeded 0.45. Furthermore, displaying factor loadings > 0.45 were all items under the Green HRM variable (6 items), Employee OCBE (10 items), and Emotional Exhaustion (6 items). For this reason, every item in these three variables was judged legitimate and appropriate for further testing.

Table 3. Reliability Test

NO	Variables	Number of Question Items	Cronbach's Alpha	Description
1.	Exploitative Leadership	12	0.952	Reliable
2.	Green HRM	6	0.866	Reliable
3.	Employee OCBE	10	0.980	Reliable
4.	Emotional Exhaustion	6	0.893	Reliable

Cronbach's Alpha allowed one to evaluate the internal consistency among objects within each variable by means of reliability testing. The findings revealed that every factor had Cronbach's Alpha values higher than 0.60, therefore suggesting the dependability of the study tools. Specifically, Cronbach's Alpha values were 0.952 for Exploitative Leadership, 0.866 for Green HRM, 0.980 for Employee OCBE, and 0.893 for Emotional Exhaustion. Therefore, all instruments can be considered to have excellent reliability and are dependable for measuring their respective constructs.

b. Model Testing and Hypothesis Testing

This study reveals several important findings based on a one-tailed Hypothesis Testing approach, which contributes to the literature by empirically testing the mediating role of Emotional Exhaustion in the Gen Z F&B context. First, exploitative leadership does not have a significant effect on employees' Emotional Exhaustion, although the relationship is positive with an estimated coefficient of 0.064. This suggests that this leadership style does not directly cause significant Emotional Exhaustion in the context of this study. Second, Green HRM practices have a positive and significant impact on Emotional Exhaustion, with a coefficient of 0.739, indicating that implementing sustainability-focused HRM can impose additional psychological demands on employees. Furthermore, third, exploitative leadership is found to significantly reduce employees' organizational citizenship behavior for the environment (OCBE), with a negative coefficient of -0.086, while fourth, Green HRM significantly enhances OCBE, with a positive coefficient of 0.192. Fifth, Emotional Exhaustion negatively and significantly affects OCBE, with a coefficient of -0.228, implying that emotionally exhausted employees are less motivated to engage in discretionary behaviors that support the organization and the environment.

Regarding mediation, sixth, Emotional Exhaustion fully mediates the relationship between exploitative leadership and OCBE with a negative coefficient of -0.038, although this mediating effect is not statistically significant. Seventh, Emotional Exhaustion also acts as a significant positive mediator in the relationship between Green HRM and OCBE, with a coefficient of 0.441, suggesting that despite increasing Emotional Exhaustion, Green HRM motivates employees to participate more actively in pro-environmental behaviors. Overall, these findings underscore the importance of managing employees' psychological well-being in the implementation of Green HRM and highlight the need to avoid exploitative leadership styles to maximize employees' OCBE within organizations, although similar approaches have been examined in other sectors, suggesting potential overlaps that may limit the study's originality.

4.2. Discussion

a. H1. Exploitative Leadership Influences Emotional Exhaustion

The analysis results show that exploitative leadership does not have a significant effect on Emotional Exhaustion ($\beta = 0.064$; $p = 0.108 > 0.05$). Although the relationship is positive, the effect is too weak to be considered statistically significant. This might be because Generation Z tends to be highly adaptable, more aware of mental health, and quick to leave toxic work environments. The fast-paced and dynamic nature of the F&B industry may also help build its resilience. Similarly, (Bajaba et al., 2022) found that people with proactive personalities can reduce the negative effects of exploitative leadership on burnout and job satisfaction. These traits may be common among Gen Z employees, helping to explain why the effect was not significant in this study. Even so, exploitative leadership can still harm workplace relationships and increase the risk of turnover, so it should be addressed carefully.

b. H2. Green HRM Influences Emotional Exhaustion

Green HRM surprisingly greatly enhances Emotional Exhaustion ($\beta = 0.739$; $p = 0.000$). Although green practices are generally beneficial, additional responsibilities can lead to psychological pressure. Chen & Zhang, (2023) and (Yuan et al., 2023) Characterize these phenomena as the outcome of high organizational aspirations without enough support. Companies, therefore, have to find a balance between employee well-being and environmental objectives.

c. H3. Exploitative Leadership Influences Employee OCBE

Exploitative leadership has a significantly negative impact on Organizational Citizenship Behavior for the Environment (OCBE) ($\beta = -0.086$; $p = 0.014$). When supervisors act selfishly and unfairly, employees, especially Gen Z, lose motivation to engage in voluntary pro-environmental initiatives. This finding aligns with (Kong et al., 2025) and Wu et al., (2023), who highlight the role of perceived injustice in reducing OCBE. (Galván-Mendoza et al., 2022) Also emphasize that female employees are particularly sensitive to emotional support as a driver of OCBE.

d. H4. Green HRM Influences Employee OCBE

In contrast, Green HRM positively affects OCBE ($\beta = 0.192$; $p = 0.012$), emphasizing the strategic need to develop environmentally friendly HR programs. Ahmed et al., (2024) Found that alignment between organizational and personal values significantly boosts OCBE. This is particularly relevant for Generation Z, who prioritize social and environmental impact, but these findings may also apply to other age groups in different sectors.

e. H5. Emotional Exhaustion Influences Employee OCBE

Emotional Exhaustion significantly reduces OCBE ($\beta = -0.597$; $p = 0.000$). Emotionally drained employees tend to withdraw from voluntary activities, which reduces OCBE. Studies by Ooh et al., (2023) and Verdonk et al., (2009) Show that emotional burden leads employees, especially women, to conserve their energy for core tasks, avoiding extra-role behaviors such as OCBE.

f. H6. Emotional Exhaustion Mediates the Relationship Between Exploitative Leadership and Employee OCBE

The indirect effect of exploitative leadership on OCBE via Emotional Exhaustion is not significant ($\beta = -0.038$; $p = 0.111$), while the direct effect remains significant. This indicates that perceived injustice from leadership more strongly diminishes OCBE than Emotional Exhaustion alone. This finding is consistent with Kong et al., (2025) and Wang et al., (2024), who underscore the roles of organizational identification and self-efficacy.

g. H7. Emotional Exhaustion Mediates the Relationship Between Green HRM and Employee OCBE

Emotional Exhaustion is a significant mediator between Green HRM and OCBE (p = 0.014), but it may also reflect social pressure from the organization on employees. The indirect effect is stronger than the direct effect, indicating full mediation. Studies by Ahmed et al., (2024) and Lu et al., (2023) support this result, suggesting that when Green HRM practices reduce emotional strain, employees are more likely to participate in OCBE.

V. Conclusion

The results of the research point to several realistic steps businesses in the food and beverage industry, especially those in South Jakarta and with Generation Z employees, should take to promote environmentally friendly behavior (OCBE) and protect employee mental health. First and most significantly, managers should practice ethical leadership by means of appropriate training instead of exploitative leadership, which implies manipulation and excessive pressure. Second, businesses can improve their Green HRM policies, including performance evaluations incorporating environmental efforts, sustainability training, eco-friendly recruitment, incentives for green behavior, and environmentally friendly employment practices. Since Emotional Exhaustion influences how HR policies and leadership impact OCBE, organizations should also provide counseling, fair workloads, and ample downtime to help staff members handle stress. Encouragement of a green working environment and emotional well-being in HR policies is also vital. This study focused only on Gen Z workers in one field and industry; it did not examine more comprehensive organizational or personal experiences. Larger geographic areas, including many generations and industries, and the use of technology like artificial intelligence (AI) to enhance green practices and lower burnout should be subjects of future research. Tracking changes over time and combining quantitative and qualitative methods allows scholars to better understand the relationships among these components.

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