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Implementing Green Transformational Leadership to improve the Green HR Practices and Green Employee Behavior to provide Sustainable Organizational Performance

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ABSTRACT

Implementing green energy policies into human resource practices can encourage the creation of a positive environment. Sustainable development strategies for environmental sustainability are developing rapidly in various companies in facing challenges and natural disasters caused by ecosystem damage, environmental pollution, climate change and energy instability. This research aims to analyze the influence of Green Human Resources Practices and Green Employee Behavior on Sustainable Organizational Performance with the mediation of Green Transformational Leadership. The research population is employees who have a minimum position of supervisor, the sample is 78 food and beverage division supervisors. Quantitative research using probability sampling techniques. The survey used a questionnaire method and a Structural Equation Model (SEM) approach with the Smart-PLS analysis tool. Research findings, Employee Green Behavior, Green Human Resource Practices, have a significant positive effect on Green Transformational Leadership. Employee Green Behavior, Green Human Resource Practices, have a significant positive effect on Sustainable Organization Performance. Environmentally friendly transformational leadership has a significant positive effect on sustainable organizational performance. Environmentally friendly transformational leadership does not mediate the influence of environmentally friendly employee behavior on sustainable organizational performance, environmentally friendly transformational mediates the influence of environmentally friendly leadership human resource practices.

Keywords: Green HR Practices; Green Employee Behavior; Green Transformational Leadership; Sustainable Organizational Performance

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INTRODUCTION

Globalization has caused in an increase in the environment that has very bad impact, organizations globally are expected to be responsible for the environmental management. Each organization has the responsibility to produce a business sustainability strategy that focuses on Environmentally Friendly. Implementation of the application is very much needed to support the sustainability of the organization through the activities that have an impact on environmental maintenance, social welfare and economic improvement in the organization. (Nawangsari & Sutawijaya, 2019)

The concern of the environment and the need for environmentally sustainable practices have led to the concern of environmentally, economically and socially sustainable practices in manufacturing organizations. Every organization today has the obligation to balance its economic, social and environmental performance, especially for those who are operating in the highly competitive and regulated environments. In order to balance these factors, organizations realize that this task are quite challenging, and in some cases even are controversial. (Al-Shammari et al, 2022)

The Indonesian government has regulated the environmental protection through the Government Regulation of the Republic of Indonesia Number 22 of 2021 concerning the Implementation of Environmental Protection and Management, which regulates the Environmental Management efforts and the Environmental Monitoring Efforts and a series of Environmental management and monitoring processes which are outlined in the form of standards to be used as prerequisites for decision-making and are included in Business permits, or approval from the Central Government or Regional Government.

According to the Law Number 32 of 2009 concerning the Environmental Protection and Management, the Indonesian Government requires companies to participate in providing the protection for the natural environment and include it as part of the results developed by the company. Environmental protection and sustainable environmental performance of the organization can be measured by a number of activities that have been carried out by most of the organization in the waste management, pollution control systems, recycling and mitigation of releases to the environment. (Yanti & Nawangsari, 2019)

According to an interview conducted with one of the leaders of the food and beverage production company in Jakarta, it can be observed that sustainable company performance is greatly influenced by the human resources which is involved in it, and according to the leader, it requires environmentally friendly behaviors (Green Employee Behavior) of HR to support the creation of sustainable environmental performance. Green HRM practices are also needed to create environmentally friendly HR that will support the organization in order to support the achievement of sustainable organizational performance. On the other hand, the organization also needs a leader who is able to manage and direct the HR so that they can carry out their obligations in accordance with the direction and motivation to achieve the desired goals.

Research Gap

Based on previous studies that have been used as the basis for research considerations, in this study the gap/research gap that can be conveyed is about the theoretical gap where the variable of "Green Transformational Leadership" is positioned as the intervening variable is compared to several previous studies which generally place "Green Transformational Leadership" as an independent and moderating variable. Several previous studies that place "Green Transformational Leadership" as an independent variable such as that conducted by Al-Ghazali et al, 2022 that the identity of an environmentally friendly organization mediates the relationship between "Green Transformational Leadership" and green creativity. In addition,

green thinking mediates the relationship between Green Transformational Leadership and green creativity.

LITERATURE REVIEW

2.1. Sustainable Organizational Performance

According to Hossin et al., (2021) an organization with a reputation for sustainable organizational performance (SOP) can attract talented and creative employees to contribute to creativity and innovation. Creativity and innovation, in many cases, can improve financial and brand reputation.

Zalfa and Novita (2021), stated that there are several studies that have been conducted previously that discuss the factors that can influence sustainable organizational performance in two conditions that will be discussed, such as the organizational capabilities and the external environment.

2.2. Green Transformational Leadership

Çop et al., 2020 explained that Green Transformational Leadership can improve employee psychology and overall organizational performance. We argue that Green Transformational Leadership can improve the overall performance of an organization in a difficult business environment depending on the level of resilience of the work team environment.

According to Sobaih et al., 2022, Green Transformational Leadership can influence the environmentally friendly behavior of its followers by implementing environmentally friendly practices, because Green Transformational Leadership can act as a role model.

2.3 Green Human Resource Practices

According to Sule et al., 2020, environmentally friendly Green Human Resource Practices are human resource management activities that aim to help organizations reduce resource waste, reduce costs, and improve overall employee performance.

Ababneh (2021) explains that according to general management literature, most HR professionals and academics have paid great attention to the role of Green Human Resource Practices in promoting environmentally friendly activities and behaviors in the workplace.

2.4 Employee Green Behavior

According to Sobaih et al., 2022, Employee Green Behavior refers to all positive practices carried out in the workplace that aim to benefit a green environment, such as energy conservation and water conservation.

According to Chen and Wu (2022), Employee Green Behavior can generally be understood as employee activities aimed at preserving natural resources and the ecological environment and seeking to reduce environmental degradation and improve environmental quality.

Research Hypothesis

1. The affect of Green Human Resource Practices towards Green Transformational Leadership

According to Sule et al., 2020, environmentally friendly Green Human Resource Practices are human resource management activities that aim to help organizations reduce resource waste, reduce costs, and improve overall employee performance. According to Sobaih et

al., 2022, Green Transformational Leadership can influence the environmentally friendly behavior of its followers by implementing environmentally friendly practices, because Green Transformational Leadership can act as a role model. Based on the previous research above, the research hypothesis can be formulated as follows:

H₁: The affect of Green Human Resource Practices towards Green Transformational Leadership

2. The affect of Employee Green Behavior towards Green Transformational Leadership

According to Chen and Wu (2022), Employee Green Behavior can generally be understood as employee activities aimed at preserving natural resources and the ecological environment and trying to reduce environmental degradation and improve environmental quality. According to Sobaih et al., 2022, Green Transformational Leadership can influence the environmentally friendly behavior of its followers by implementing environmentally friendly practices, because Green Transformational Leadership can act as a role model. Based on the previous research above, the research hypothesis can be developed as follows:

H₂: The affect of Employee Green Behavior towards Green Transformational Leadership

3. The affect of Green Human Resource Practices towards Sustainable Organizational Performance

According to Sule et al., 2020, environmentally friendly Green Human Resource Practices are human resource management activities that aim to help organizations reduce resource waste, reduce costs, and improve overall employee performance. According to Hossin et al., (2021), an organization with a reputation for sustainable organizational performance (SOP) can attract talented and creative employees to contribute to creativity and innovation. Based on the previous research above, the research hypothesis can be developed as follows:

H₃: The affect of Green Human Resource Practices towards Sustainable Organizational Performance

4. The affect of Employee Green Behavior towards Sustainable Organizational Performance

Harwani and Sakinah (2019) in their research discussed that awareness is the first step to build an understanding and believe of something under different conditions by their recognition or remembrance achievement that are taking into consideration to make decision making. Yuliawati and Enjang (2018) expressed that maintaining environmental sustainability is not a seasonal trend that is only highlighted as short or medium-term initiatives. Environmental sustainability require campaign design and strategy that can reach people's sensitivity in order to cooperate and provide support and real participation. Based on the argument above, it can be concluded that environmental concern of the organization is very important in order to generate sustainable environment. Thus, the hypothesis that are formulated in this research is as follow:

H₄: The affect of Employee Green Behavior towards Sustainable Organizational Performance

5. The affect of Green Transformational Leadership towards Sustainable Organizational Performance

According to Sobaih et al., 2022, Green Transformational Leadership can influence the environmentally friendly behavior of its followers by implementing environmentally

friendly practices, because Green Transformational Leadership can act as a role model. According to Hossin et al., (2021) an organization with a reputation for sustainable organizational performance (SOP) can attract talented and creative employees to contribute to creativity and innovation. Based on the previous research above, the research hypothesis can be developed as follows:

H₅: The affect of Green Transformational Leadership towards Sustainable Organizational Performance

6. The affect of Green Human Resource Practices towards Sustainable Organizational Performance through Green Transformational Leadership

According to Sule et al., 2020, environmentally friendly Green Human Resource Practices are human resource management activities that aim to help organizations reduce resource waste, reduce costs, and improve overall employee performance. Hossin et al., (2021) an organization with a reputation for sustainable organizational performance (SOP) can attract talented and creative employees to contribute to creativity and innovation. According to Sobaih et al., 2022, Green Transformational Leadership can influence the environmentally friendly behavior of its followers by implementing environmentally friendly practices, because Green Transformational Leadership can act as a role model. Based on the previous research above, the research hypothesis can be developed as follows:

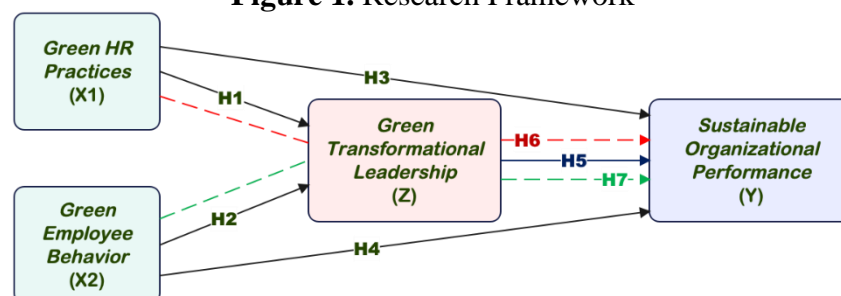
H₆: The affect of Green Human Resource Practices towards Sustainable Organizational Performance through Green Transformational Leadership

7. The affect of Employee Green Behavior towards Sustainable Organizational Performance through Green Transformational Leadership

According to Chen and Wu (2022), Employee Green Behavior can generally be understood as employee activities aimed at preserving natural resources and the ecological environment and trying to reduce environmental degradation and improve environmental quality. Hossin et al., (2021) an organization with a reputation for sustainable organizational performance (SOP) can attract talented and creative employees to contribute to creativity and innovation. According to Sobaih et al., 2022, Green Transformational Leadership can influence the environmentally friendly behavior of its followers by implementing environmentally friendly practices, because Green Transformational Leadership can act as a role model. Based on the previous research above, the research hypothesis can be developed as follows:

H₇: The affect of Employee Green Behavior towards Sustainable Organizational Performance through Green Transformational Leadership

Figure 1. Research Framework



RESEARCH METHOD

This research method is quantitative research which is defined as a method based on the philosophy of positivism, used to research on certain populations or samples. This research approach is a descriptive approach, namely a problem formulation that deals with questions about the existence of a relationship between two or more variables. Data collection uses research instruments through a survey type, statistical data analysis with the aim of testing the hypothesis that has been determined to test the truth of a hypothesis. Testing a hypothesis using variance-based statistical calculations known as Partial Least Square (PLS) analysis. The consideration of using this model is due to the ability to measure constructs through indicators and analyze indicator variables, latent variables and measurement errors.

The population of this study are employees who have a minimum position from supervisor to functional manager. The sample in this study were 78 supervisors of food and beverage companies. This research is quantitative research using probability sampling technique. With criteria, namely a) Men or women who have a minimum position of supervisor; b) Have served in this position for more than 3 (three) years. C) Supervise employees of more than 3 (three) people in a particular section.

Data collection techniques were carried out using literature studies, internet research and records and reports in the field of green management sourced from Indonesian statistical data (WALHI). Data collection used an instrument in the form of a questionnaire to assess the performance of green management sampled in this study. The research instrument was designed and developed through theoretical analysis to determine construct validity, which is based on the underlying theories and then synthesized in the form of indicators of the variables: used in this study consisting of two independent variables Green (1) Human Resource Practices and (2) Employee Green Behavior, the dependent variable: (3) Sustainable Organizational Performance and a mediating variable: (4) Green Transformational Leadership. The data source in this study uses a survey approach through a questionnaire which according to the questionnaire listed of questions arranged in writing which will be answered by respondents and by choosing alternatives that have been clearly defined in the google-form that will be given to respondents. The PLS analysis model consists of three sets of relationships, namely: (1) Inner model that specifies the relationship between latent variables (structural model), (2) Outer model that specifies the relationship between latent variables and indicators (measurement model), (3) Weight relation that allows the case value of latent variables to be estimated.

RESULTS AND DISCUSSION

4.1 Results

Descriptive Analysis of Research Respondents. In this study, researchers grouped respondents into several characteristics, namely gender, age, education and length of work. Based on the research results, the characteristics of the respondents in this study are as follows:

Table 1. Respondent Characteristics

No	Gender	Age	Position
1.	Male = 44 (56.9%)	<25 years = 17 (22.4%)	Managers = 20 (25.9%)
2.	Female = 33 (43.1%)	25-30 years = 24 (32.8%)	Supervisors = 58 (74.1%)
3.		30-35 years = 21 (27.6%)	
4.		>35 years = 16 (17.2%)	

Based on the results of data processing in the table, of the 58 respondents there were 44 male respondents (56.9%) and 33 female respondents (43.1%). The highest number of respondents were 25-30 years old, 24 respondents (32.8%) and the lowest were 16 respondents (17.2%) aged more than 35 years. Respondents' positions were dominated by Supervisors with 58 respondents (74.1%), while Manager positions accounted for 20 respondents (25.9%). Based on (R2) tested R-Square (Goodness of Fit / GoF). To assess this model using PLS, one begins by observing the R2 for each assigned latent variable. According to Ghazali (2014), an R2 value of 0.75 indicates strong, 0.50 indicates moderate and 0.25 indicates weak. The relevance of the predicted value (Q-squared) is 0.02 meaning small, 0.35 meaning medium and 0.35 meaning large. Testing the GOF/Goodness of Fit model uses Predictive Relevance (Q2) in the inner model. The value (Q2/Q-square) must be greater than zero (0) which indicates the model has predictive relevance.

Outer Model Analysis

Convergent Validity testing is measured based on the correlation between item scores and the calculated construct values. Individual indicators are considered valid if they have a correlation value above 0.50. Based on Discriminant Validity testing, an indicator is said to be valid if it has the highest loading factor for the targeted construct compared to the loading factor value for other constructs. Below are the results of the Discriminant Validity test in this research by looking at the cross loadings values:

Table 2. Goodness of Fit Model

Variables	AVE	Composite Reliability	Cronbach's Alpha	R- Square
Employee Green Behavior	0.553	0.908	0.883	
Green Human Resource Practices	0.525	0.884	0.846	
Green Transformational Leadership	0.516	0.893	0.863	0.778
Sustainable Organizational Performance	0.610	0.934		0.856

Source: PLS 2024 output

Another method that can be used to assess Discriminant Validity is to look at the Average Variance Extracted (AVE) value.) The criteria for a good AVE value is above 0.50. Another method that can be used to see Discriminant Validity is based on the Fornell Larcker Criterium. According to Fornell and Larcker (1981) in Ghazali and Latan (2015), if the AVE root value for each construct is greater than the correlation value between the construct and other constructs in the model, then it can be said to have good discriminant validity values. Based on the Reliability Test, a construct is declared reliable if the composite reliability and Cronbach's alpha values are more than 0.70.

Inner Model Analysis

R-Square. Goodness of Fit testing of the structural model in the Inner Model was carried out using the R-Square value. There are three categories in the grouping of R-Square values. If the R-Square value is 0.75 then it is included in the strong category, for an R-Square value of

0.50 it is included in the moderate or moderate category, and if the R-Square value is 0.25 it is included in the weak category.

Hypothesis test

The estimated value for the path relationship in the structural model must be significant. The significance value for this hypothesis can be obtained using the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the bootstrapping report algorithm. To find out whether it is significant or not significant, look at the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics).

Table 2. Goodness of Fit Model

		<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T- Statistics</i>	<i>P Values</i>	Information
<i>Employee Behavior Transformational Leadership</i>	<i>Green -> Green</i>	0.308	0.156	1,969	0.049	Positive-Significant
<i>Employee Behavior Sustainable Organizational Performance</i>	<i>Green -></i>	0.320	0.120	2,671	0.008	Positive-Significant
<i>Green Human Resource Practices Transformational Leadership</i>	<i>Green -> Green</i>	0.302	0.142	2,120	0.030	Positive-Significant
<i>Green Human Resource Practices Sustainable Organizational Performance</i>	<i>-></i>	0.272	0.127	2,136	0.010	Positive-Significant
<i>Green Transformational Leadership Sustainable Organizational Performance</i>	<i>-></i>	0.284	0.140	2,028	0.031	Positive-Significant
Mediation						
<i>Employee Behavior Transformational Leadership Sustainable Organizational Performance</i>	<i>Green -> Green -></i>	0.010	0.045	0.025	0.980	Unmediated
<i>Green Human Resource Practices Transformational</i>	<i>Green -> Green</i>	0.221	0.111	1,998	0.040	Partially Mediated

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T- Statistics</i>	<i>P Values</i>	Information
<i>Leadership Sustainable Organizational Performance</i>	->				

Source: PLS 2024 output

Discussion

1. The Influence of Employee Green Behavior on Green Transformational Leadership

Based on the hypothesis test in this research, the T-statistic value was 1.969, the original sample value was 0.308, and the P Values are equal to 0.049. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that employee green behavior has a positive and significant effect on green transformational leadership. The results of this research are in line with research by Afriyadi et al., (2022) which states that employee environmentally friendly behavior has a positive impact on Green Transformational Leadership.

2. The Influence of Employee Green Behavior on Sustainable Organizational Performance

Based on the hypothesis test in this research, the T-statistic value was 2.671, the original sample value was 0.320, and the P value was 0.008. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that employee green behavior has a positive and significant effect on Sustainable organizational performance. The results of this research are in line with research by Chen and Wu (2022) which states that employee environmentally friendly behavior will positively support sustainable organizational performance.

3. The Influence of Green Human Resource Practices on Green Transformational Leadership

Based on the hypothesis test in this research, the T-statistic value was 2.120, the original sample value was 0.302, and the P value was 0.030. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that green human resource practices have a positive and significant effect on Green transformational leadership. The results of this research support the research results of Shady et al., (2023) which stated that environmentally friendly human resource practices have a positive impact on environmentally friendly transformational leadership.

4. The Influence of Green Human Resource Practices on Sustainable Organizational Performance

Based on the hypothesis test in this study, the T-statistic value was 2.136, the original sample value was 0.272, and the P Values are equal to 0.010. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that green human

resource practices have a positive and significant effect on Sustainable organizational performance. The results of this research support the research of Hossin et al., (2021) and Sule et al., (2020) which states that environmentally friendly human resource practices will influence sustainable organizational performance well.

5. The Influence of Green Transformational Leadership on Sustainable Organizational Performance

Based on the hypothesis test in this study, the T-statistic value was 2.028, the original sample value was 0.284, and the P Values are equal to 0.031. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that green transformational leadership has a positive and significant effect on Sustainable organizational performance. The results of this research are in line with research by Sobaih et al., (2022) which states that green transformational leadership encourages increased sustainable organizational performance.

6. The Influence of Employee Green Behavior on Sustainable Organizational Performance through Green Transformational Leadership

Based on the hypothesis test in this research, the T-statistic value was 0.025, the original sample value was 0.0250.010, and the P Values are equal to 0.980. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of more than 0.05, these results indicate that green transformational leadership is unable to mediate the influence of employee green behavior on sustainable organizational performance. The results of this study are supported by research Chen and Wu (2022) state that employee environmentally friendly behavior will positively support sustainable organizational performance even without environmentally friendly transformational leadership.

7. The Influence of Green Human Resource Practices on Sustainable Organizational Performance through Green Transformational Leadership

Based on the hypothesis test in this research, the T-statistic value was 1.998, the original sample value was 0.221, and the P Values are equal to 0.040. The T-statistic value is more than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that green transformational leadership is able to partially mediate the influence of green human resource practices on Sustainable organizational performance. The results of this research support the research of Abdullah et al., (2021) which states that green transformational leadership is able to mediate the influence of green human resource practices on sustainable organizational performance.

CONCLUSION

This research analyzes variables related to Green Human Resource Practices, Employee Green Behavior, Green Transformational Leadership, and Sustainable Organizational Performance. From the results of the calculations in this research, the following conclusions can be drawn:

Employee Green Behavior has a significant positive effect on Green Transformational Leadership, indicating that Transformational Leadership is able to influence Employee Green Behavior. Employee Green Behavior has a significant positive effect on Sustainable

organizational performance, meaning that if employees' environmentally friendly behavior is good, the organization's sustainable performance will increase. Green human resource practices have a significant positive effect on green transformational leadership, this shows that if environmentally friendly human resource practices are good, then leaders will behave in environmentally friendly transformational ways.

Green human resource practices have a significant positive effect on sustainable organizational performance, indicating that if environmentally friendly human resource practices are good, the organization's sustainable performance will be high. Green transformational leadership has a significant positive effect on sustainable organizational performance. This shows that if environmentally friendly transformational leadership is implemented well, sustainable organizational performance will increase.

Green transformational leadership is unable to mediate the influence of employee green behavior on sustainable organizational performance. Green transformational leadership is able to partially mediate the influence of green human resource practices on Sustainable organizational performance.

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