JOURNAL ECONOMINA
e-ISSN: 2963-1181
Volume 5, Number 5, Mei 2026
Homepage: ejournal.45mataram.ac.id/index.php/economina

Strategy Green Human Resource Management And Green Transformational Leadership Towards Environmental Performance Through Green Innovation

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Article History

Received: 08-05-2026
Revised: 19-05-2026
Published: 30-05-2026

ABSTRACT

This study aims to examine the influence of *Green Human Resource Management* (GHRM) and *Green Transformational Leadership* (GTL) on *Environmental Performance* (EP) with *Green Innovation* (GI) as an intervening variable on employees of the Environmental Service of Lebak Regency, Banten Province. The study applies a quantitative approach with an *explanatory research method* and uses the Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis technique. The number of samples in this study was 121 respondents selected through probability sampling techniques with a simple random sampling method. The results show that GHRM, GTL, and GI have a positive and significant influence on Environmental Performance. In addition, GHRM and GTL are also proven to have a positive and significant influence on Green Innovation. However, Green Innovation has not been able to significantly mediate the relationship between GHRM and GTL on Environmental Performance. These findings indicate that improving organizational environmental performance is more optimally achieved through direct strengthening of GHRM practices and the implementation of green transformational leadership rather than through green innovation as an intermediary variable. This research is expected to contribute to the development of sustainability management studies, especially in the public sector, as well as serve as a reference for organizations in developing strategies to improve sustainable environmental performance.

Keywords: Green Human Resource Management, Green Transformational Leadership, Environmental Performance, Green Innovation

INTRODUCTION

Organizations' awareness of the urgency of maintaining environmental sustainability has shown increasing growth in recent decades, particularly since the post-industrial revolution era (Zahrani, 2022) . This situation has made environmental sustainability a strategic concern for organizations and companies (Kumar et al., 2021) . Indonesia faces serious environmental pollution due to the accumulation of waste generated by factories, hospitals, organizations, and households, despite government regulations in the form of PermenLHK No. 75 of 2019, which requires waste reduction by producers (Nilam et al., 2024).

Lebak Regency is one of the regions that produces 600 tons of waste per day, but only 300 tons, equivalent to 50%, can be managed at the Final Processing Site (TPA). Therefore, the 300 tons that cannot be managed will impact environmental damage and health. Therefore, the involvement of organizations and companies is crucial in supporting waste reduction for environmental sustainability. Therefore, every organizational and company activity must refer to environmental performance *(* Arlinda, 2026).

In line with issues related to environmental performance, the implementation of ESG (Environmental, Social, and Governance) practices is required as a strategic approach to strengthening organizational and corporate environmental responsibility. The implementation of ESG not only contributes to improving institutional reputation and competitiveness, but also represents a normative demand in addressing increasingly complex environmental issues (Husni & Widianingsih, 2025). In this context, Green Human Resource Management (GHRM) emerges as a human resource management approach that integrates organizational activities in alignment with the values and principles of environmental protection and sustainability (Jatiwardani et al., 2025) through green recruitment, green training, green incentives, and employee development oriented toward environmentally friendly behavior (Hadi et al., 2023).

Empirical studies indicate that Green Human Resource Management (GHRM) makes a positive contribution to Environmental Performance (EP) through increasing employees' environmental awareness and environmentally friendly behavior. These conditions encourage the formation of an organizational culture that supports the implementation of sustainability practices, thereby improving organizational environmental performance (Clara Dewanti et al., 2025). Nevertheless, the effectiveness of GHRM implementation in enhancing EP still requires further investigation across various organizational contexts to ensure the consistency of findings and clarify the mechanisms of influence.

On the other hand, the successful implementation of environmentally friendly policies within organizations is not solely determined by human resource systems. Leadership also plays an important role in building awareness and commitment toward sustainability. In this regard, the concept of Green Transformational Leadership (GTL) acts as a key driver of employee commitment to sustainability and green innovation by shaping an organizational culture that supports green innovation and improves Environmental Performance (EP) (Haider

et al., 2026). Empirical studies further confirm that green transformational leadership has a positive effect on environmental performance (Satriadi et al., 2025) by fostering environmentally friendly work cultures and behaviors, while green innovation directly enhances such performance through innovations that reduce waste.

Various empirical studies show that Green Human Resource Management (GHRM) and Green Transformational Leadership (GTL) positively influence environmental performance by positioning green innovation as a mediating variable (Yuliza & Musa, 2025). This is consistent with the theory from the Innovation-Based View (IBV) perspective, where innovation is regarded as a strategic capability that transforms GHRM and leadership support in sustainable human resource practices into concrete outputs in the form of environmentally friendly product and process innovations, which subsequently improve environmental performance (Ahmed et al., 2023). Therefore, green innovation becomes an important factor because it helps organizations reduce environmental impacts while simultaneously improving environmental performance in a sustainable manner.

Most studies on GHRM, GTL, and green innovation in relation to environmental performance have primarily focused on profit-oriented organizations, thus dominating flexible and competitive business contexts. In contrast, public sector institutions such as government agencies possess different characteristics, including hierarchical bureaucracy, strict regulations, and innovation mechanisms that are more influenced by policies and accountability demands rather than market pressures. However, the integrative model of GHRM, GTL, and green innovation among government employees, particularly within environmental agencies, has rarely been examined. Therefore, a clear research gap exists, namely the absence of comprehensive studies examining the relationships among these four variables within the bureaucratic environment of the public sector.

RESEARCH METHODS

An explanatory research design to test the influence of *Green Human Resource Management* (GHRM) and *Green Transformational Leadership* (GTL) on *Environmental Performance* through *Green Innovation* on Lebak Regency Environmental Service Employees, Banten Province. Each variable is measured using different indicators ranging from 3 or 4 indicator items, each indicator has 2 questions measured using a 5-point Likert scale (1: strongly disagree, 5: strongly agree). With a population of 174 employees. The sample was determined using *a probability sampling technique* with a simple *random sampling method* using the Taro Yamane formula with an error rate of 5%, obtained a sample of 121 respondents who were considered representative. The respondent level consisted of 88 men (72%) and 33 women (27%). Based on age, respondents were spread over a range of 22–29 years as many as 10 people (8%), 30–39 years 34 people (28%), 40–49 years 40 people (33%), and 50–58 years 37 people (30%). In terms of education, the majority (78 respondents) had a high school/vocational high school education, followed by 31 (25%) with a bachelor's degree, 6 (4%) with a diploma, and 6 (4%) with a master's degree. Meanwhile,

based on employment ties, respondents consisted of 61 civil servants (50%), 58 PPPK (47%), and 2 non-civil servants (1%).

Data processing in this study was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach using SmartPLS 3 software. This approach was chosen because it can comprehensively identify relationships between variables, both direct relationships and indirect relationships through intermediary variables. The analysis stage includes testing the validity and reliability of the research instrument, evaluating the measurement model, and testing the structural model to analyze the influence between variables while testing the hypotheses proposed in the study. This method was chosen because it is able to provide a more comprehensive analysis of the research model involving several variables at once.

RESULTS AND DISCUSSION

The results of the PLS-SEM study measured the validity of two stages. The first stage contained invalid question items such as the Green human resource management (GHRM) variable in statements no. 1, 4, 5 and 6. Green transformational leadership (GTL) in statements no. 1, 2, 3, and 4. Green innovation (GI) in statements no. 4, 5, and 6. Environmental performance (EP) in statement no. 5, because it has a factor loading value <0.05.

Figure 2. **Outer model**

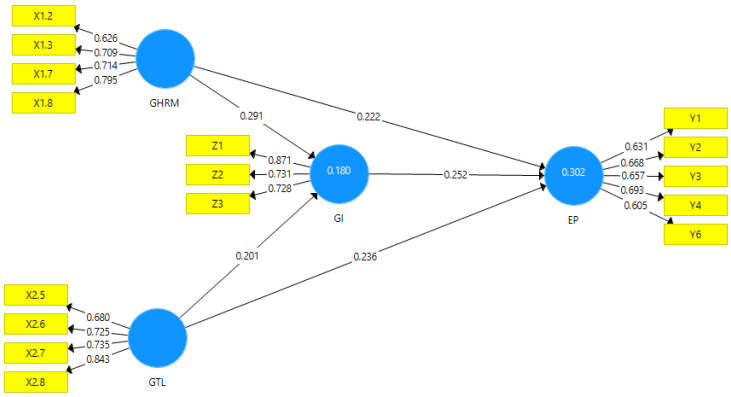

Table l. Validity and reliability test

No	Variables	Statement	Loading factor	Cronbach's alpha	Rho A	CR	AVE
1	*Green Human Resouce Management* (X1)	GHRM2	0.626	0.676	0.682	0.805	0.863
		GHRM3	0.709				
		GHRM7	0.714				
		GHRM8	0.795				
2	*Green Transformational Leadership* (X2)	GTL5	0.680	0.735	0.742	0.835	0.560
		GTL6	0.725				
		GTL7	0.735				
		GTL8	0.843				
3	*Green Innovation* (Z)	GI1	0.871	0.683	0.742	0.822	0.509
		GI2	0.731				
		GI3	0.728				
4	*Environmental Performance* (Y)	EP1	0.631	0.672	0.657	0.786	0.42 5
		EP2	0.668				
		EP3	0.657				
		EP4	0.693				
		EP6	0.605				

Source: SmartPls 3

Based on the results of data processing in Table 1, all research indicators show loading factor values above 0.60. These results indicate that each indicator has met the minimum validity criteria so that it is suitable for use in research (Hair et al., 2017) . Convergent validity is met with AVE values on the variables *of green human resource management* (0.863), *green transformational leadership* (0.560), *Green Innovation* (0.509) which have values > 0.50. The environmental performance variable with an AVE value of 0.425 < 0.50 is still declared valid because it has a CR value of 0.786 which has exceeded the threshold of 0.60. The results of the reliability test show that all constructs obtained Cronbach's Alpha values that have met the research reliability criteria and Rho A > 0.60, as well as CR values > 0.70. This indicates strong internal consistency in all variables. Overall, the research instrument is said to be valid and reliable.

Table 2. Test Discriminant validity

	Environmental Performance	*Green Human Resource Management*	*Green Innovation*	*Green Transformational Leadership*
Environmental Performance	0.652			
Green Human Resource Management	0.431	0.714		
Green Innovation	0.418	0.386	0.779	
Green Transformational Leadership	0.427	0.474	0.339	0.748

Source: SmartPls 3

The results of the Discriminant Validity test in Table 2 show that the square root value of AVE for each construct is greater than the correlation between constructs, so that all variables are declared to have met the requirements according to the criteria (Kraimer et al., 2022) .

Table 3. R-Square Test (R^2)

Variables	**R-Square**	**R-square adjusted**
Environmental performance	0.302	0.284
Green Innovation	0.180	0.166

Source: SmartPls 3

The results of the R-Square (R^2) test in table 3. It was found that the variables green human resource management and green transformational leadership have a variance in influencing environmental performance of 30.2 %so that 69.8 %is influenced by variables outside the study. Furthermore, the variables green human resource management and green transformational leadership have a variance in influencing green innovation of 18 %, so that 82 %is influenced by other variables.

The results of the f-square test obtained are green human resource management on environmental performance is weak because the f-square is 0.051. Green human resource management on green innovation is weak because the f-square is 0.080. Green transformational leadership on environmental performance is weak because the f-square is

0.060. *Green transformational leadership* on *green innovation* is weak because the f-square is 0.075. Furthermore, *green innovation* on *environmental performance* is weak because the f-square is 0.075.

Table 4. Descriptive statistics of direct influence

Variables	Original sample (o)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (|O/STDEV)	P Values	Information
GHRM ->EP	0.222	0.230	0.093	2,380	0.018	Significant
GTL -> EP	0.236	0.243	0.094	2,500	0.013	Significant
GI ->EP	0.252	0.241	0.104	2,424	0.016	Significant
GHRM -> GI	0.291	0.307	0.089	3,285	0.001	Significant
GTL -> GI	0.201	0.201	0.096	2,088	0.037	Significant

Source: SmartPls 3

Referring to the analysis results in Table 4, Green Human Resource Management (GHRM) has been shown to have a positive and significant impact on Environmental Performance (EP). This is evident from the path coefficient value of 0.222, with a t-statistic of 2.380 and a p-value of 0.018. These findings indicate that increasingly effective implementation of GHRM practices will impact the environmental performance of organizations and companies.

On the other hand, Green Transformational Leadership (GTL) also demonstrated a positive and significant influence on Environmental Performance (EP). The path coefficient value of 0.236, t-statistics of 2.500, and p-value of 0.013 indicate that transformational leadership emphasizing environmental aspects can strengthen an organization's environmental performance.

Further research results show that Green Innovation (GI) has a positive and significant impact on Environmental Performance (EP). This is evidenced by a path coefficient of 0.252, a t-statistic of 2.424, and a p-value of 0.016. Therefore, the implementation of green innovation can support improved corporate environmental performance.

In addition to influencing environmental performance, Green Human Resource Management (GHRM) has also been shown to have a positive and significant impact on Green Innovation (GI). The path coefficient value of 0.291, t-statistics of 3.285, and p-value of 0.001 indicate that environmentally-based human resource management can encourage the creation of green innovation within an organization.

Meanwhile, Green Transformational Leadership (GTL) is known to have a positive and significant influence on Green Innovation (GI). This result is indicated by a path coefficient value of 0.201 with a t-statistic of 2.088 and a p-value of 0.037. This means that leadership oriented towards environmental sustainability plays a role in increasing organizational green innovation.

Table 5. Descriptive statistics of indirect effects

Variables	Original sample (o)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (|O/STDEV)	P Values	Information
GHRM -> GI -> EP	0.073	0.074	0.039	1,870	0.062	insignificant
GTL -> GI -> EP	0.051	0.049	0.034	1,507	0.132	insignificant

Source: SmartPls 3

Based on Table 5**,** Green Innovation (GI) mediates the effect of Green Human Resource Management (GHRM) on Environmental Performance (EP). However, the test results show a path coefficient of 0.073, a t-statistic of 1.870, and a p-value of 0.062, indicating that Green Innovation has not been able to significantly mediate this relationship.

Green Innovation (GI) mediates the effect of Green Transformational Leadership (GTL) on Environmental Performance (EP). The analysis results show a path coefficient of 0.051, a t-statistic of 1.507, and a p-value of 0.132, indicating that Green Innovation is unable to significantly mediate the relationship.

DISCUSSION

H1: Green human resource management has a significant effect on environmental performance.

The analysis results show that *Green Human Resource Management* (GHRM) has a positive and significant influence on *Environmental Performance* (EP), as indicated by a path coefficient value of 0.222, a t-statistic of 2.380, and p-values of 0.018. These findings indicate that the implementation of environmentally oriented human resource management practices can improve organizational environmental performance more optimally. The more effective the implementation of GHRM in an organization, the better the resulting *Environmental Performance achievements*. The results of this study are in line with research conducted by Marditama et al. (2024) which explains that GHRM has an important role in shaping an organizational culture that supports the improvement of *Environmental Performance* (EP).

H2: Green transformational leadership has a significant effect on environmental performance.

Based on the test results, *Green Transformational Leadership* (GTL) is known to have a positive and significant influence on *Environmental Performance* . This statement is proven by the path coefficient value of 0.236 with a t-statistic of 2.500 and a p-value of 0.013. These

results indicate that the stronger the implementation of environmentally oriented transformational leadership, the better the level of environmental performance achieved by the organization. This indicates that leadership with an environmental orientation is able to encourage improvements in organizational environmental performance. Leaders who apply a green transformational style tend to provide inspiration, motivation, and become role models in environmentally friendly behavior for employees. This finding is consistent with the research of Suliman et al. (2023) which states that green leadership can increase employee commitment to environmental practices.

H3: Green innovation has a significant effect on environmental performance.

Based on the analysis results, *Green Innovation* is proven to have a positive and significant influence on *Environmental Performance* with a path coefficient value of 0.252, t-statistics of 2.424, and p-value of 0.016. These results indicate that innovation oriented towards environmental sustainability, whether in the form of products, operational processes, or environmentally friendly services, can support the improvement of the quality of organizational environmental performance. Green innovation enables organizations to reduce waste, increase energy efficiency, and minimize negative impacts on the environment. This finding is in line with (Ahmed et al., 2023) who stated that green innovation contributes directly to improving environmental performance and is an important strategy in achieving sustainable competitive advantage.

H4: Green human resource management has a significant influence on green innovation.

Based on the test results, *Green Human Resource Management* (GHRM) has been proven to have a positive and significant influence on *Green Innovation* (GI). This can be seen from the path coefficient value of 0.291, t-statistics of 3.285, and p-value of 0.001. These findings indicate that the implementation of environmentally oriented human resource management can encourage the development of green innovation within the organization. Employees who receive training, encouragement, and support related to environmental concerns tend to be more creative in creating innovative ideas and solutions that are environmentally friendly. The results of this study are also in line with the research of Hasan Raza et al. (2025) which explains that GHRM contributes to improving employee innovation capabilities, which states that GHRM plays an important role in improving employee innovative capabilities. In addition, the effective implementation of GHRM can also shape an organizational culture that is more concerned with environmental sustainability. This condition can increase employee involvement in supporting various green innovation programs, making it easier for organizations to create strategies and work practices oriented towards environmental conservation.

H5: Green transformational leadership has a significant influence on green innovation.

Based on the test results, Green Transformational Leadership (GTL) was proven to have a positive and significant influence on Green Innovation with a path coefficient value of 0.201, t-statistics of 2.088, and p-value of 0.037. These results indicate that environmentally oriented transformational leadership plays a crucial role in building a work environment that supports the creation of innovation based on environmental sustainability. Leaders who have a vision of sustainability will encourage employees to think creatively and produce innovative solutions to environmental problems. This finding is in line with the research of Ahmed et al. (2023) which states that transformational leadership has a significant influence on increasing employee innovation, including in the context of green innovation.

H6: Green human resource management has a significant influence on environmental performance through green innovation.

Based on the analysis results, Green Innovation (GI) has not shown significant ability in mediating the relationship between Green Human Resource Management (GHRM) and Environmental Performance. This is indicated by the path coefficient value of 0.201, t-statistics of 2.088, and p-values of 0.037. This finding indicates that the contribution of GHRM to improving organizational environmental performance tends to be greater through direct influence than through the green innovation mechanism as an intermediary variable. In other words, good GHRM practices are quite effective in improving environmental performance without having to go through the innovation process first. This finding is in line with research conducted by Nilam et al., 2024.

H7: Green transformational leadership has a significant influence on environmental performance through green innovation.

Research results show that Green Innovation is unable to mediate the effect of Green Transformational Leadership (GTL) on Environmental Performance . This suggests that green leadership is more effective in directly influencing environmental performance than through innovation. Strong leaders with a commitment to the environment can directly influence employee behavior in implementing environmentally friendly practices. This finding aligns with research conducted by Nilam et al., 2024.

CONCLUSION AND SUGGESTIONS

This study proves that *Green Human Resource Management* (GHRM), *Green Transformational Leadership* (GTL), and *Green Innovation* (GI) have a positive and significant relationship with *Environmental Performance* (EP). These results indicate that the implementation of environmentally oriented human resource management, sustainability-based transformational leadership, and green innovation can support the improvement of organizational environmental performance. The research findings also show that GHRM and GTL have a positive and significant effect on *green innovation* . This indicates that human

resource policies that focus on environmental aspects and leadership styles that support sustainability can encourage the development of green innovation in organizations. However, *green innovation* has not been able to act as a significant mediating variable in the relationship between GHRM and GTL on *environmental performance.* Thus, improving organizational environmental performance is more effectively achieved through the direct influence of the implementation of GHRM and *green transformational leadership* than through the green innovation pathway. Overall, this study confirms that optimizing GHRM practices and strengthening green transformational leadership are key factors in supporting the creation of sustainable and more optimal organizational environmental performance.

SUGGESTION

Organizations are advised to strengthen the implementation of *Green Human Resource Management* (GHRM) and *Green Transformational Leadership* (GTL) because they have been proven to have a direct impact on improving *environmental performance* . Furthermore, the development of *green innovation* should continue to be encouraged as a means of supporting sustainability. Future research is expected to include additional variables and expand the scope of research objects to produce more in-depth and comprehensive findings.

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