

## The Role Of Green Leadership In Green Human Resource Management Through Employee Green Behavior

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### Article History

Received: 08-05-2026

Revised: 20-05-2026

Published: 30-05-2026

**Keywords:** *Green Leadership, Employee Green Behavior, Green Human Resource Management*

### ABSTRACT

*This study aims to examine the influence of Green Leadership on Green Human Resource Management by considering Employee Green Behavior as an intervening variable within the Environmental Agency of Lebak Regency. A quantitative approach was employed using a survey method, with data collected through questionnaires distributed to 121 respondents selected via simple random sampling to ensure representativeness. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 3 to evaluate the structural relationships among variables. The findings reveal that Green Leadership exerts a positive and significant effect on both Employee Green Behavior and Green Human Resource Management. However, Employee Green Behavior does not demonstrate a significant impact on Green Human Resource Management, nor does it function effectively as a mediating variable in the relationship between Green Leadership and Green Human Resource Management. These results indicate that, within the context of public sector organizations, the implementation of environmentally oriented human resource management practices is more directly driven by leadership factors rather than indirectly through employees' pro-environmental behavior.*

## INTRODUCTION

Problem environment Still become issue global strategy that drives organizations, both in the sector public and private For apply practice sustainable. Commitment to development sustainable reflected in *the Sustainable Development Goals* (SDGs) agenda since its adoption in 2015, the SDGs have become framework global action for overcome poverty, protecting environment, and achieve welfare sustainable development in 2030 (Riatmaja, DS, &

Sukmaningrum, 2024). In context Locally, government organizations have a crucial role because they not only act as regulators but also as implementers of sustainability-oriented policies (Khair, OI, & Sartika, 2024). However, the implementation of environmental policies in the public sector often faces challenges of rigid bureaucracy , formal structures , and decision-making processes . decision so that potential hinder objective from sustainability (Y. Gede Sutmasa, 2021).

Efforts to create an environmentally oriented organization are not only determined by formal policies, but are also influenced by the role of leadership in shaping the values and behavior of subordinates. *Green Leadership* is becoming factor important in integrate values environment to in vision , strategy, and decision-making process decision (Rajagukguk et al., 2025) . Leadership No only functioning as authority structural , but also plays a role in motivating a group of people to reach objective strategic organization (Tafonao, 2026) . According to Albert Bandura's (1977) perspective in *Social Learning Theory* , explains How behavior oriented leader environment can be a role model for employees , so that pushed For adopt behavior caring work to environment (Aiman, Bano, DS, Muhammad, N., & Kakar, 2025) . With thus , leadership green can push formation *Employee Green Behavior* as *outcome* behavior organization (Nurfitriyana, 2023) . *Employee Green Behavior* is behavior employees who reflect concern to sustainability environment in activity Work daily (Zhang et al., 2021). Behavior the become element important in support implementation policy environment organization.

Furthermore, the behavioral dimensions of civil servants do not solely impact personal performance achievements, but also determine the degree of contribution to the effectiveness of *Green Human Resource Management implementation* within the organization. From a conceptual perspective, *Green Human Resource Management* is seen as a strategic approach to human resource management that internalizes environmental sustainability principles into various management practices, including the recruitment process, competency development through coaching, performance evaluation systems, and increasing employee participation based on ecological awareness. (Frederik Pradana Deniswara & Sopiah Sopiah, 2023) . This approach is not only oriented towards achieving quantitative organizational goals but also emphasizes the importance of developing work behavior patterns that are responsive to environmental issues. Thus, *Green Human Resource Management* is aimed at creating a balanced synergy between organizational productivity and ecological responsibility as an integral part of modern, sustainable management practices. (Wening et al., 2024) . Within this framework, employee behavior is a key element that cannot be separated from the successful implementation of environmental-based policies.

A number of previous studies indicate that leadership that has an orientation towards environmental sustainability plays a significant role in encouraging the formation of environmentally friendly behavior in employees while strengthening the implementation of *Green Human Resource Management practices*. (Fauzzia et al., 2025). However, the dominance of studies focusing on the private sector indicates a research gap, considering that

this sector generally has a higher level of organizational flexibility compared to the public sector. In the context of local government, the characteristics of bureaucracy that tend to be rigid, marked by strict regulations, layered administrative procedures, and hierarchical organizational structures, have the potential to become obstacles in internalizing sustainable values into HR management practices. On the other hand, empirical conditions in Lebak Regency show that the Environmental Quality Index (IKLH) value in 2025 was at 72.54, which is classified as moderate. (Abdul Kohar, 2026). This finding indicates that environmental quality in the region still requires more optimal and sustainable policy interventions. However, empirical studies that comprehensively integrate the variables of *Green Leadership*, *Employee Green Behavior*, and *Green Human Resource Management* in the context of local government agencies, particularly in Lebak Regency, are still relatively limited. Therefore, this study aims to analyze the influence of *Green Leadership* on the implementation of *Green Human Resource Management* by positioning *Employee Green Behavior* as an intervening variable, so it is hoped that it will be able to provide theoretical contributions as well as enrich the literature on sustainable management in the public sector.

This research is based on the theoretical framework of *Social Learning Theory* introduced by (Bandura & Walters, 1977) which emphasizes that the individual learning process takes place through the mechanisms of observation, imitation, and internalization of role models. In an organizational context, leaders function as the primary socialization agents who shape the value orientations, attitudes, and behaviors of employees through the role models they display. When a leader consistently demonstrates a commitment to environmentally sound practices, employees tend to adopt and replicate these behaviors in their daily work activities, thus forming *Employee Green Behavior* as a concrete manifestation of the social learning process. In this case, *Employee Green Behavior* acts as an intervening mechanism that connects the values brought by *Green Leadership* with the actual implementation of *Green Human Resource Management* in the organization. The integration of these three concepts shows a systematic causal relationship, where *Green Leadership* functions as a source of values and policy direction, *Employee Green Behavior* as a form of actualization of individual behavior, and *Green Human Resource Management* as the final result in the form of an HR management system that accommodates the principles of institutional and sustainable sustainability.

## RESEARCH METHODS

### Types and Approaches Study

The research conducted using a quantitative approach operationalized through a questionnaire-based survey method as the main instrument to test the relationship between *Green Leadership* and *Green Human Resource Management* with *Employee Green Behavior* as an intervening variable. The instrument was systematically compiled using a five-level Likert scale, which represents the spectrum of respondents' perceptions ranging from (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, to 5: strongly agree). This approach is used because it is considered effective in measuring respondents' attitudes, perceptions, and behavioral

tendencies in a structured, measurable manner, and provides relatively high data accuracy in the context of applied social research.

**Population and Sample**

The research was conducted at the Lebak Regency Environmental Service with a total population of 174 employees. Within the methodological framework, the sample is understood as a representation that reflects the characteristics of the population as a whole (Sugiyono, 2020) . The sampling technique used was the simple random sampling method. Random sampling , which is a procedure for selecting respondents randomly without considering any particular stratification or grouping within the population (Sugiyono, 2020). This technique was chosen to minimize bias and provide an equal opportunity for each member of the population to be selected as a respondent. Furthermore, the sample size is determined using the Taro formula. Yamane, considering the population size exceeds 100 individuals. With an error rate of tolerance ) of 5%, a sample size of 121 respondents was obtained which was assessed as having met the representative criteria and was able to describe the population conditions proportionally and empirically. (Sugiyono, 2020).

**Data Analysis Techniques**

Data processing and analysis in this study was carried out using a structural approach. Partial- based Equation Modeling Least Squares (SEM-PLS) operated through SmartPLS version 3 software. The analysis stages were carried out in stages and systematically. The first stage is the evaluation of the outer model which aims to test the validity and reliability of indicators in measuring latent constructs . The second stage is the testing of the inner model which focuses on the analysis of structural relationships between latent variables while testing the previously formulated research hypotheses. The final stage includes a mediation test which aims to identify and confirm the role of Employee Green Behavior as an intervening variable in bridging the relationship between Green Leadership and Green Human Resource Management . This approach allows for a more comprehensive and in-depth analysis of the causal relationships between variables in the research model.

**RESULTS AND DISCUSSION**

**Description Respondents**

Study This involving 121 respondents from from Environmental Service employees Living in the Regency Lebak . Criteria respondents can seen in the table following:

**Table 1.1 Characteristics Respondents**

Characteristics	Category	Amount Respondents	Percentage %
Type Sex	Man	89	73.5%
	Woman	32	26.4%
Age	20-30 years	13	10.7%

	31-40 years	35	28.9%
	>41	73	60.3%
Last education	High School/Vocational School/ Equivalent	75	61.9%
	Diploma (D1-D3)	4	3.3%
	Bachelor degree )	36	29.7%
	Master	6	4.9%
Bond Work	civil servant	60	49.5%
	PPPK	61	50.4%
Working Period	1-10 years	68	56.1%
	11-20 years	50	41.3%
	>20 years	3	2.47%

Source : Primary Data, 2026

If examined based on variables type gender, composition participants study show sufficient dominance significant in the group men, namely a total of 89 individuals or equivalent with 73.5%, while group Woman only includes 32 individuals with proportion by 26.4%. Furthermore, in aspect demographic age , distribution respondents tend concentrated on the category aged over 41 years , which reached 73 people or by 60.3%, so that can indicated that characteristics sample more represent group age mature . From the perspective background behind education, the majority respondents recorded own qualification education at the high school/vocational school level or equivalent, with the number of 75 people or 61.9%, which reflects domination level education medium in structure respondents study This.

More continue, if reviewed from employment status or bond work, respondents dominated by the apparatus with scheme Employee Government with Agreement Work (PPPK/P3K), namely as many as 61 people or 50.4%, which shows trend increasing role power contractual in composition source Power human beings. On the other hand, based on work period variable, partly big respondents be in range experience Work between 1 to 10 years, with total of 68 people or 56.1%. This indicates that part big participants study Still is at in phase productive beginning until medium in cycle his career, so that potential own dynamics relative adaptation and performance develop.

**Table 1.2 Reliability and Validity Results**

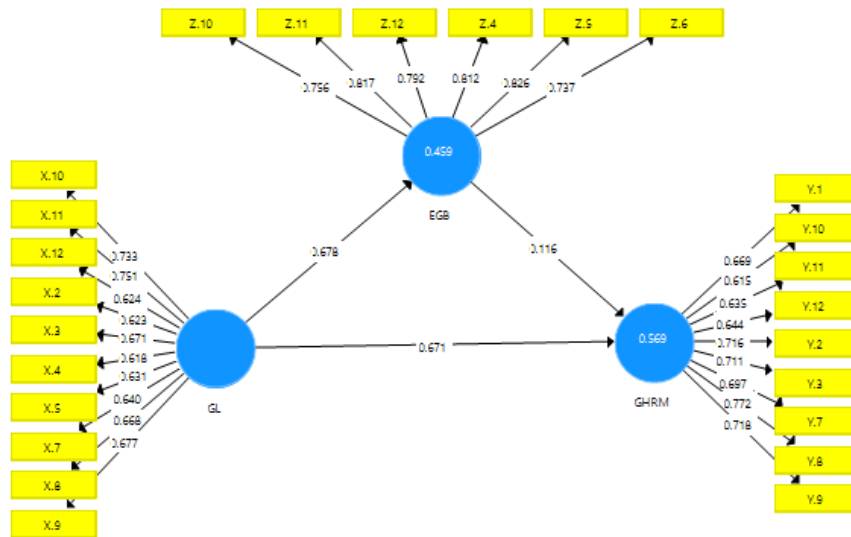
Construct Variables	Item Code	Burden Item	Cronbach's Alpha	Rho_A	CR	AVE
Employee Green Behavior	EGB4	19,497	0.881	0.889	0.909	0.625
	EGB5	24,145				
	EGB6	12,999				
	EGB10	16,604				
	EGB11	21,125				
	EGB12	20.120				
Green Human Resource Management	GHRM1	8.119	0.860	0.861	0.890	0.473
	GHRM2	10.961				
	GHRM3	10.356				

	GHRM7	9.619				
	GHRM8	17.219				
	GHRM9	11.981				
	GHRM10	9.303				
	GHRM11	10.971				
	GHRM12	12.210				
Green Leadership	GL2	8.016	0.859	0.862	0.888	0.442
	GL3	11.866				
	GL4	7.831				
	GL5	8.767				
	GL7	8.613				
	GL8	9.510				
	GL9	9.863				
	GL10	18.398				
	GL11	15.963				
	GL12	9.165				

Source: Data processing SmartPLS3

Based on the empirical evaluation results presented in Table 1.2, it can be interpreted that all research constructs show Cronbach's values. Alpha, Rho A, and Composite Reliability exceeds the threshold of 0.7. This condition indicates that the instrument used has met the required reliability standards and demonstrated a high and stable level of internal consistency in measuring the latent variables studied (Yarsari, S. Tahyudin, I. Hariguna, 2025). Thus, methodologically, it can be confirmed that the indicators used have adequate reliability in representing the constructs measured in this study. (Hair & Alamer, 2022). For those who don't fulfil condition thrown away and not used in data processing. On the other hand, the results testing validity measured convergence through mark AVE show existence discrepancies in some constructs, especially on variables *Green Leadership* (GL) and *Green Human Resource Management* (GHRM). AVE value in both construct the recorded Still be under threshold minimum limit of 0.5, which means construct Not yet capable explain at least 50% variance from indicators its formation (Hair & Alamer, 2022). This show that level representation indicator to latent constructs still relatively weak, so that validity convergent Not yet can fulfilled optimally. Therefore that, the indicators that are not fulfil criteria the eliminated from the research model and not involved in stages advanced data analysis use guard quality and accuracy results study in a way overall.

**Measurement Model (Outer Model)**



**Figure 1 Outer Model**

**Table 1.3 Discriminant Validity ( Criteria Fornell-Larcker )**

	Employee Green Behavior	Green Human Resource Management	Green Leadership
EGB	0.791		
GHRM	0.571	0.688	
GL	0.678	0.750	0.665

Source: SmartPLS3 Data Processing

In table 1.3 Discriminant test Validity using the Fornell-Larcker criteria indicates an inability to meet the Fornell criteria. larcker because the constructs have a high level of similarity, according to (Sofyani & Survei, 2025) the square root value of AVE on each variable must be greater than the correlation value between constructs. This show existence overlapping overlap between construct so that required evaluation more carry on to indicators used.

**Structural Model Inner Model**

**Table 1.4 R-square ( R<sup>2</sup> )**

	R square	R square Adjusted
EGB	0.459	0.455
GHRM	0.569	0.562

Source: SmartPLS3 Data Processing.

Based on interpretation to Table 1.4, can identified that coefficient determination (R<sup>2</sup>) on variables Employee Green Behavior (EGB) is recorded of 0.459 with mark adjusted R square reached 0.455. Findings This indicates that ability latent variables in the research model For explain variation behavior friendly environment employee is in the range of 45.9%, while

proportion the rest , namely of 54.1%, influenced by other determinants that are not accommodated in framework conceptual study this . With thus , it can understood that Still there is a number of factor external and other potential intervening variables give contribution significant to formation Employee Green Behavior (EGB), however Not yet entered in the analysis model used.

Next , on the variables Green Human Resource Management (GHRM), obtained R-square value of 0.569 and adjusted R square of 0.562. This result show that constructs used in the capable model explain variability Green Human Resource Management (GHRM) was 56.9%, while the rest 43.1 % is influenced by other variables outside the research model . This show that even though the model is built own Power relatively clear more strong compared to with Employee Green Behavior (EGB), fixed there is room for factors additional outside models for explain phenomenon Green Human Resource Management (GHRM) in general more comprehensive , so that required development of more research models broad and integrative in studies furthermore.

**Table 1.5 Q- square (Q<sup>2</sup>)**

	SSO	SSE	Q <sup>2</sup> (1=SSE/SSO)
EGB	726,000	53,557	0.269
GHRM	10,89,000	828,034	0.240
GL	1210,000	1210,000	

Source: SmartPLS3 Data Processing

Square test ( Q<sup>2</sup>) in table 1.5 show that the values of the Employee Green Behavior (EGB) and Green Human Resource Management (GHRM) variables are 0.269 and 0.240, which are greater than zero ( Q<sup>2</sup> > 0). This indicates good predictive ability.

**Table 1.6 F- square Test**

	EGB	GHRM	GL
EGB		0.017	
GHRM			
GL	0.849	0.565	

Source: SmartPLS3 Data Processing

Findings analysis The F-square presented in Table 1.6 shows that variables *Green Leadership* (GL) delivers contribution very significant influence to *Employee Green Behavior* (EGB), with mark of 0.849 which is classified in category effect big . The size mark the confirm that oriented leadership environment own capacity strong in push behavior friendly environment on employees . On the other hand , the relationship between *Green Leadership* (GL) and *Green Human Resource Management* (GHRM) also show strength relative influence high , indicated by the F square value of 0.565 which is still be on top threshold limit *effect size* 0.35, so still including in category big.

However thus , different patterns seen in the relationship between *Employee Green Behavior* (EGB) towards *Green Human Resource Management* (GHRM). The F square value is only reached 0.017 places influence the in category low or weak . Condition This indicates that behavior friendly environment demonstrated by employees Not yet capable give meaningful contribution to practice management source Power man based environment in research model framework this . With thus , it can understood that although leadership green own role dominant , contribution behavior individual employee to strengthening *Green Human Resource Management* (GHRM) is still limited and requires strengthening more systematic.

**Table 1.7 Descriptive statistics influence direct**

Path Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
EGB →GHRM	0.116	0.123	0.098	1,185	0.237
GL →EGB	0.678	0.685	0.045	14,992	0.000
GL →GHRM	0.671	0.666	0.095	7,080	0.000

Source : SmartPLS3 Data Processing

In Table 1.7, the results testing coefficient path *coefficient* is used as one of the instrument main in model- based analysis *Partial Least Square* (PLS) use identify as well as evaluate connection causal direct between construct research. Approach This allows researchers For evaluate strength and direction influence variables independent to variables dependent in a way more comprehensive . Based on results data processing that has been done, interpretation towards each relationship between variables can described in a way systematic as following :

Connection between *Employee Green Behavior* (EGB) and *Green Human Resource Management* (GHRM) show results that have not been fulfil criteria significance statistics . This is reflected from mark *t statistics* amounting to 1,185 and *p values* of 0.237, which is methodological be outside limit reception hypothesis ( $T < 1.96$  and  $P > 0.05$ ). With thus , it can interpreted that behavior employee - oriented environment No in a way direct capable influence practice human resource management based on green in organization . Phenomenon This indicates existence intervening variable or factor other contextual factors that are involved play a role in mediate connection said . In line with findings the , (Pujianto et al., 2024) stated that the implementation of environmentally friendly behavior in organizations is not always linear, but is influenced by other aspects such as leadership style, level of ecological awareness, and the developing organizational culture.

Furthermore, the analysis of the influence of *Green Leadership* (GL) on *Employee Green Behavior* (EGB) showed highly statistically significant results. The *t- statistic value* reached 14.992 with a *p -value* of 0.000, indicating that the proposed hypothesis can be accepted with a high degree of confidence. This confirms that the existence of leadership that prioritizes the principles of environmental sustainability has a real contribution in encouraging the formation of pro-environmental behavior among employees. In other words, the more optimal the implementation of *Green Leadership, the better.* (GL), the higher the level of employee

engagement in activities that support environmental sustainability. This finding is further supported by research (Zafar et al., 2023), which confirms that environmental leadership plays a strategic role in building employee awareness and active participation in environmentally friendly practices in the workplace.

Furthermore, the relationship between *Green Leadership* (GL) and *Green Human Resource Management* (GHRM) also shows a positive and empirically significant influence. This is evidenced by the *t- statistic value* of 7.080 and *p -value* of 0.000, which are in the significant category according to hypothesis testing standards. These results indicate that leadership oriented towards environmental values not only impacts individual behavior but also strengthens sustainability-based human resource management systems and policies. Thus, the role of leaders is crucial in integrating environmental principles into organizational practices as a whole. Research conducted by (Khanh & Tran, 2023) also supports these results by stating that *Green Leadership* contributes significantly to increasing the effectiveness of GHRM implementation and encouraging organizational transformation towards a more sustainable and adaptive direction to global environmental issues.

**Table 1.8 Descriptive statistics influence No direct**

	Original Sample	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics( O/STDEV)	P Values
GL →EGB →GHRM	0.079	0.076	0.069	1,149	0.251

Source : SmartPLS3 Data Processing

Based on results The analysis in table 1.8 obtained mark of 0.079 indicates existence influence No direct between variables although relatively small . However Thus , the results of the significance test show mark *t statistics* 1.149 and value *p values* of 0.251. This is indicates that existence influence No direct in a way No significant . With thus can concluded in the research model This No capable mediate connection between variables in a way significant.

## DISCUSSION

### H1: *Green Leadership* influential significant to *Green Human Resource Management*

Analysis results empirical indicates that variables *Green Leadership* (GL) is proven own connection causal nature positive at a time significant towards *Green Human Resource Management* (GHRM). Validity connection the strengthened through mark *t statistics* which reached 7,080 and *p values* amounting to 0.000 which is below threshold significance . Findings This reflect that intensity internalized leadership principles sustainability ecological will implications directly to optimization implementation GHRM practices in context organization . In other words, the more dominant orientation environment that is carried out by the leader , then the more systematic management source Power man based *green practices* can executed

in a way effective and integrated . Argumentation This consistent with results study previously stated by (Perez et al., 2023), which emphasized importance role strategic leadership in transformation organization sustainable.

### **H2: Green Leadership influential significant against Employee Green Behavior**

Based on results testing hypothesis second , it can be identified that *Green Leadership* (GL) has influence that is positive and significant to *Employee Green Behavior* (EGB). This proven through acquisition mark *t statistics* amounting to 14,992 with level significance *p values* of 0.000. This data show that improvement quality issue - oriented leadership environment in a way direct contribute to improvement pro - environmental behavior displayed by employees . In context this , leadership No only functioning as director, but also as catalyst in form awareness ecological individuals in the environment work. Findings This in harmony with research conducted by (Liu & Yu, 2023), which states that dimensions leadership green play role important in build culture visionary organization environment in a way sustainable.

### **H3: Employee Green Behavior influential significant to Green Human Resource Management**

Different with hypothesis previously , the results testing show that *Employee Green Behavior* (EGB) does not own significant influence to *Green Human Resource Management* (GHRM). This reflected from mark relative *t statistics* low , namely amounting to 1,185, as well as *p values* of 0.237 which is above limit specified significance . Conditions This indicates that although individual employee has show trend friendly behavior environment , however matter the Not yet Enough strong For push change structural in implementation GHRM policies and practices within organization . With thus, it can assumed that transformation going to human resource management based environment need more interventions systemic and not only depends on initiative behavior individual only, but also requires support better policies and leadership comprehensive.

### **H4: Green Leadership influential significant to Green Human Resource Management Analysis Results**

Advanced related role mediation show that *Employee Green Behavior* (EGB) does not capable functioning as significant intervening variables in connection between *Green Leadership* (GL) and *Green Human Resource Management* (GHRM). This proven through mark *t statistics* amounting to 1,149 and *p values* of 0.251 which is not fulfil criteria significance statistics. Although Thus, the value coefficient influence No direct (*indirect effect*) remains at 0.079 indicates existence connection mediation, however in very weak and no intensity substantial . With thus , it can concluded that EGB's contribution in bridge connection between leadership green and the implementation of GHRM is still marginal and not yet capable give significant impact in a way empirical in framework study This.

## CONCLUSION AND SUGGESTIONS

Based on overall results research that has been analyzed in a way comprehensive, can concluded that *Green Leadership* is determinant main thing that has influence positive and significant to *Employee Green Behavior* and *Green Human Resource Management*. This confirm that integrated leadership values sustainability environment capable create behavior more work responsive to issue ecological at a time strengthen implementation system management source Power man based environment. However Thus, *Employee Green Behavior* No proven give contribution significant to increase in GHRM, so that show existence limitations influence at the individual level in push change systemic organization. Besides that, function expected mediation from EGB in connecting GL and GHRM is also not proven significant in a way statistics. In terms of general findings This emphasize that success implementation practice sustainability organization is largely determined by capacity and quality oriented leadership environment. Therefore that, organization recommended For develop strengthening strategies competence leadership green through training, internal policies, and integration mark sustainability in vision and mission organization use reach objective development sustainable in a way more optimal and sustainable in term long.

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