




Analysis of the Influence of Green Transformational Leadership on Pro-Environmental Behaviour: Green HRM Practices and Sustainability Culture as Mediation – A Conceptual Analysis

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Abstract. Fenomena perubahan iklim dan kerusakan lingkungan yang semakin buruk mendorong organisasi untuk lebih bertanggung jawab dalam pengelolaan sumber daya alam dan dampaknya terhadap lingkungan. Penelitian ini mengkaji pengaruh Green Transformational Leadership (GTL) terhadap perilaku pro-lingkungan melalui praktik Green Human Resource Management (Green HRM) dan budaya keberlanjutan perusahaan sebagai variabel mediasi. GTL, yang menggabungkan prinsip-prinsip kepemimpinan transformasional dengan komitmen terhadap keberlanjutan lingkungan, diharapkan dapat memotivasi karyawan untuk berperilaku lebih ramah lingkungan. Praktik Green HRM yang mencakup rekrutmen ramah lingkungan, pelatihan, manajemen kinerja, dan penghargaan dapat memperkuat perilaku ramah lingkungan di kalangan karyawan. Selain itu, budaya keberlanjutan perusahaan yang mendukung nilai-nilai lingkungan juga berperan penting dalam mendorong perilaku pro-lingkungan. Penelitian ini bertujuan untuk mengembangkan model konseptual yang menghubungkan GTL, Green HRM, dan budaya keberlanjutan perusahaan dengan perilaku pro-lingkungan, serta memberikan wawasan yang lebih dalam tentang bagaimana ketiga faktor tersebut dapat mendukung inisiatif keberlanjutan dalam organisasi.

Keywords: Green Transformational Leadership, Green HRM, Budaya Keberlanjutan Perusahaan, Perilaku Pro-Lingkungan, Keberlanjutan.

1 Introduction

The worsening impacts of climate change and environmental degradation have put immense pressure on organisations worldwide to be more responsible in managing natural resources and their ecological impacts. In the midst of these significant challenges, it is essential for organisations to not only focus on the economic aspect but also pay attention to the sustainability and environmental impact of their operations.

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One approach gaining increasing attention is Green Transformational Leadership (GTL), in which leaders not only motivate employees to achieve organisational goals but also inspire them to adopt more environmentally friendly behaviours and contribute to the sustainability of the earth [1]. Research shows that leaders with a vision of sustainability can facilitate changes in individual and collective behaviour toward more environmentally responsible practices [2].

Although the concept of GTL has been extensively researched in the context of effective Leadership, there is still a limited understanding of how GTL can directly influence pro-environmental behaviour, especially in companies implementing Green Human Resource Management (Green HRM) and a deep sustainability culture. Green HRM, including the adoption of a recruitment policy with a focus on sustainability values, training personnel to understand environmental performance, and encouraging environmentally friendly behaviour, also plays a critical role in driving organisational performance toward achieving its sustainability objectives. Nonetheless, the crucial challenge is how to align such practices with a meso-level culture of sustainability that actively embraces pro-environmental behaviour.

Transformational Leadership posits that transformational leaders possess the capacity to inspire and galvanize their followers towards constructive change, encompassing enhanced environmentally responsible behaviors. This theoretical framework has been further refined within the realm of sustainability through the introduction of Green Transformational Leadership, which emphasizes how leaders not only enhance organizational performance but also actively encourage employees to engage in sustainability initiatives [3]. Furthermore, the Theory of Planned Behavior serves as a theoretical framework for comprehending the impact of individual attitudes, subjective norms, and perceived behavioral controls on their propensity to engage in environmentally sustainable actions [4].

One of the propositions presented by this investigation is to examine the impact of Green Transformational Leadership on Pro-Environmental Behaviour through the intermediary role of Green HRM Practices and Corporate Sustainability Culture. This study aims to enhance comprehension of how the integration of green leadership, environmentally sustainable HR practices, and a culture centered on sustainability can foster an atmosphere conducive to pro-environmental behaviour among employees [5]. Through a more comprehensive understanding of these dynamics, organisations are expected to be able to design policies and strategies that are more effective in implementing sustainability principles across the board [6].

Although some previous studies have examined the influence of Green Leadership on eco-friendly behaviours, there is a significant gap in research connecting directly between Green HRM and sustainability culture in the context of GTL's influence on pro-environmental behaviour. Research [7], [8] tends to focus on specific aspects, such as Leadership or organisational culture, separately, but little has explored the interactive relationship among the three to support more effective sustainability practices. This study seeks to fill this gap by integrating the three key variables into a comprehensive model.

The novelty of this research lies in the development of a model that connects Green Transformational Leadership, Green HRM Practices, and Corporate Sustainability Culture as an influencing mediation pathway for Pro-Environmental Behaviour [9]. This research not only focuses on the direct influence of GTL on pro-

environmental behaviour, but also explores how these influences are mediated by environmentally sound HR policies and corporate culture that supports sustainability [10]. As such, this research makes a new contribution to green Leadership theory and can serve as a practical guideline for organisations looking to integrate sustainability more effectively into their managerial strategies.

2 Literature Review

2.1 Theory of Planned Behaviour (TPB)

TPB, conceptualized by Icek Ajzen in 1985, stands as one of the most prominent frameworks in the realm of social psychology for elucidating and forecasting human conduct. This theoretical construct represents an advancement of the Theory of Reasoned Action (TRA), incorporating additional dimensions that address factors related to behavioural control. The Sustainable Development Goals (SDGs) posit that an individual's conduct can be anticipated based on their intentions, which are shaped by three principal elements: attitudes towards the behaviour, subjective norms, and perceptions of behavioural control [11].

Feelings about the behaviour are how a person feels with regard to the behaviour, i.e., the emotion felt toward performing from positive to negative. This decision is based on beliefs about the consequences of performing these behaviors (behavioral beliefs) and evaluation of value associated with those consequences [12]. If a person is persuaded that the finest behavior will result in a favorable outcome, he or she would have an attitude toward this behavior and therefore have intention.

TPB, conceptualized by Icek Ajzen, functions as a seminal paradigm within the realm of social psychology for elucidating and predicting human conduct, augmenting the TRA by incorporating additional dimensions that pertain to behavioral control. Simultaneously, the Sustainable Development Goals (SDGs) contend that individual behaviors can be anticipated through intentions shaped by attitudes, subjective norms, and perceived behavioral control.

Perceived behavioral control measures perception of the ease or difficulty in performing a behavior, to which resources are contributing elements [13]. This component depends on control beliefs (beliefs regarding facilitators or barriers to the performance of behavior). The perception of behavioural control influences not only intention but also behaviour directly, particularly if people are motivated and have external constraints [14].

Intention is seen as the immediate antecedent of behaviour. However, the TPB recognises that intentions do not always lead to actual behaviour. Environmental barriers, discrepancies between perceived behavioral control and actual control, or variations in circumstances can influence this effect. Hence, the TPB allows for further investigation of these nonconformities by actual control measurements.

2.2 Green Transformational Leadership (GTL)

GTL represents a modern leadership paradigm that integrates transformational strategies with a dedication to ecological sustainability [17]. This leadership style

focuses on leaders who not only inspire followers to achieve the organization's goals, but also encourage behavioral and cultural change that supports ecological sustainability, wise resource management, and green innovation [18]. This concept is particularly relevant in the face of global challenges such as climate change, environmental degradation, and the need for a transition to a sustainable economy.

GTL is fundamentally grounded in the transformational leadership framework articulated by scholars James Burns and Bernard Bass. This form of leadership is characterized by leaders who inspire their followers through a visionary approach, cultivate emotional allegiance, and promote both personal and professional development. Within an ecological framework, GTL incorporates an environmental facet by underscoring the significance of sustainability across all dimensions of leadership [19]. The fundamental elements of GTL encompass idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders within the GTL framework serve as exemplars by adopting environmentally sustainable practices, motivating their followers to embrace aspirational sustainability objectives, and fostering green innovation alongside creative thought processes [20]. In addition, they pay special attention to the needs of followers, helping to increase environmental awareness and the necessary skills.

As a leader, GTL's characteristics include the ability to promote a vision of sustainability, create a climate that supports green innovation, integrate ecological values into the organization's culture, and empower and educate followers [6]. GTL leaders lead not only through words but also through tangible actions that reflect their commitment to the environment. They design strategies that ensure sustainability is at the core of an organization's operations, thereby creating a positive impact at the individual, organization, and community level.

2.3 Pro Environmental Behavior (PEB)

PEB is behavior carried out by individuals or groups with the aim of minimizing negative impacts on the environment and promoting ecological sustainability [1]. This behavior includes various actions such as reducing energy consumption, recycling waste, using environmentally friendly transportation, and supporting sustainability policy advocacy. As an important part of the global effort to address the environmental crisis, PEB is a reflection of human awareness and responsibility for the relationship between its activities and ecosystem health.

Theoretically, PEB is based on various social and environmental psychology approaches. One of them is TPB which explains that the intention to behave in an environmentally friendly manner is influenced by individual attitudes, subjective norms, and perceptions of behavior control [21]. Moreover Value-Belief-Norm Theory shows that altruistic values and the belief that individual actions can reduce environmental damage are the main drivers of the emergence of personal norms for action [22]. Self-Determination Theory also suggests that intrinsic motivations, such as concern for nature, are more successful than extrinsic ones (such as financial incentives) to promote PEB[23]. PEB is influenced by a number of factors at the individual, social and structural levels.

The individual factors consists of environmental consciousness, positive attitude towards sustainability, and self-efficacy that their actions can make a difference. Pure

social aspects are provided by social pressure, and support in the social surroundings, accessibility of facilities and environmental rules are structural factors in favour of these behaviours. However, obstacles like limited knowledge, economic factors and deficiencies in social norms frequently prevent expanded application of PEB.

2.4 Green HRM Practices

Green Human Resource Management (Green HRM) constitutes a strategic dimension of human resource management that integrates environmental sustainability into the organizational frameworks, methodologies, and culture [25]. Green HRM is fundamentally focused on initiatives aimed at mitigating the detrimental impacts of corporate operations on the environment by fostering active participation among employees in environmentally conscious endeavors [26]. This perspective underscores the organization's responsibility not only to generate profit but also to contribute to ecological sustainability and the overall advancement of society.

Green HRM is underpinned by robust theoretical frameworks such as the Triple Bottom Line Theory, which underscores the necessity of harmonizing profit, social equity, and environmental sustainability to generate corporate value [27]. Moreover Stakeholder Theory affirms that the success of the organization depends on meeting the needs of various stakeholders, including employees and the environment [28]. With this foundation, Green HRM utilize HR practices to build employee behaviors that support the organization's green goals.

The implementation of Green Human Resource Management encompasses several essential dimensions. Firstly, environmentally conscious recruitment practices ensure that organizations select candidates who possess a strong awareness of ecological issues and a dedication to sustainable practices. Secondly, green training and development initiatives provide employees with educational resources regarding effective resource utilization and the integration of eco-friendly technologies. Thirdly, green performance management evaluates employee contributions while incorporating sustainability metrics, such as reductions in carbon emissions and advancements in environmentally sustainable innovations. Greenpay fourth, green compensation gives employees with financial benefits for helping the company attain its environmental goals. Third, employee participation in environmental-related activities (employee green involvement) encourage workers' involvement in projects on sustainability including recycling works or energy-saving tasks [29].

2.5 Corporate Sustainability Culture

Corporate Sustainability Culture is an approach that brings sustainability values together at the core of an organization's culture, integrating environmental, social, and governance (ESG) considerations in every aspect of operations and business decisions [32]. This culture is not only about being green, it's not even simply about green policies or CSR but creating an environmentally sustainable way of thinking right through the company. This includes everybody from top management to employees, and the goal is to make it possible for every action or decision taken in a company to help maintain an ecosystem along with social health.

The theoretical basis of the corporate sustainability culture can be understood through Institutional Theory, which explains how organizations adapt to external and internal pressures to adopt practices that are considered legitimate or desirable, including in terms of sustainability. Further Theory of Organizational Culture Interpretation It also clarifies how collective behaviors, in this case toward sustainability as part of the identity of the organization, are influenced by values and practices existing in the organization [33]. Sustainability-oriented organizational culture that emphasizes active participation of all members in the organization to achieve long term goals more consistent with environmental and social concerns.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature [38]. According to [39], a review of the concept assists in identifying any gaps in research and provides a framework for future empirical studies. The study includes appropriate literature to tie with the research goals represented a broad perspective on interrelationship of concepts. The result of this process is a model that can be tested empirically in further empirical research. The goal of the framework is to respond to a number of questions: (1) Does Green Transformational Leadership have a positive effect on Green HRM Practices? (2) Does Green Transformational Leadership have a positive effect on Employee Pro-environmental Behavior? (3) Does Green Transformational Leadership have a positive effect on Corporate Sustainability Culture? (4) Does Green HRM Practices have a positive effect on Employee Pro-environmental Behavior? (5) Does Corporate Sustainability Culture have a positive effect on Employee Pro-environmental Behavior? (7) Does Green HRM Practices mediate the influence of Green Transformational Leadership on Employee Pro-environmental Behavior? (7) Does Corporate Sustainability Culture mediate the influence of Green Transformational Leadership on Employee Pro-environmental Behavior?

4. Results & Discussion

4.1 The Influence of Green Transformational Leadership on Green HRM Practices

GTL represents a distinctive leadership paradigm that prioritizes the motivation and inspiration of employees to realize environmental and performance objectives that surpass conventional sustainability benchmarks. Leaders embodying GTL shape employee conduct through eco-centric strategies, visions, objectives, convictions, and concepts. Empirical evidence indicates that GTL positively affects employees' environmentally friendly behaviors, which subsequently enhances the organization's sustainability performance [40].

GHRM encompasses human resource management practices that prioritize environmental considerations, including eco-friendly recruitment, sustainable training, green performance assessment, and environmental recognition awards. The objective of GHRM is to enhance employees' ecological awareness and to educate them on the

impact of their actions on the environment. Empirical evidence indicates that GHRM is positively correlated with employees' pro-environmental behaviors, which, in turn, contributes to the enhancement of the organization's sustainability performance [41].

The relationship between GTL and GHRM has been the subject of extensive scholarly inquiry. For example, empirical studies suggest that GTL exerts a substantial positive influence on the implementation of GHRM practices within waste management organizations. An increase in GTL is correlated with advancements in GHRM, which subsequently fosters enhanced environmentally conscious behavior among employees and bolsters the sustainability performance of the organization [42]. Thus, GTL plays an important role in driving the effective implementation of GHRM, which ultimately improves the company's sustainability performance.

4.2 Pengaruh Green Transformational Leadership terhadap Employee Pro-environmental Behavior

GTL represents a leadership paradigm that prioritizes the integration of environmental values as a means to motivate and inspire employees towards pro-environmental actions. Leaders who embody the GTL model not only exhibit a profound personal dedication to sustainable practices but also actively promote employee engagement in ecological initiatives. Empirical studies indicate that GTL exerts a significantly beneficial impact on employees' pro-environmental conduct. For instance, research has demonstrated that GTL can enhance pro-environmental behavior through the intermediary role of green human resource management practices [1].

The mechanism behind GTL's influence on employees' pro-environmental behavior can be explained through increased employee creativity in a green context. Transformational leaders who focus on the environment tend to encourage employees to think creatively in solving environmental problems, which in turn increases pro-environmental behavior. Another study showed that employee creativity in the green aspect mediated the relationship between GTL and pro-environmental behavior [43].

Furthermore, the employees' subjective interpretation of corporate social responsibility and ecological awareness may serve as a moderating factor in the association between GTL practices and pro-environmental actions. Individuals exhibiting heightened ecological awareness are predisposed to respond positively to GTL, thereby demonstrating pro-environmental conduct. The results suggest that corporate social responsibility elucidates the impact of GTL on pro-environmental behavior, while environmental consciousness serves as a moderator in this dynamic [44].

4.3 The Influence of Green Transformational Leadership on Corporate Sustainability Culture

GTL constitutes a leadership paradigm that prioritizes ecological principles in fostering motivation and inspiration among employees toward the attainment of sustainability objectives. Leaders who embody GTL not only exhibit a personal dedication to environmentally sustainable practices but also promote pro-environmental behaviors among their workforce. Empirical studies indicate that GTL has the potential to enhance employees' green creativity through the intermediary roles

of green organizational culture and green consciousness. [45].

A company's sustainability culture reflects the values, beliefs, and practices that support sustainability goals within the organization. GTL plays an important role in shaping this culture by instilling environmental values into the core of the organization. Through its influence, GTL can encourage the adoption of environmentally proactive strategies by companies, which in turn strengthens the culture of sustainability [46].

In addition, GTL can promote green learning and green innovation in the construction supply chain, contributing to the company's sustainability culture. By encouraging green learning, green transformational leaders can improve green product and process innovation, ultimately strengthening the Company's sustainability culture [47].

4.4 The Influence of Green HRM Practices on Employee Pro-environmental Behavior

HRM represents a strategic paradigm that enables organizations to implement policies and practices within distinct domains of human resource management. These initiatives are designed to cultivate a workplace environment where employees are inspired and empowered to engage in activities that promote ecological sustainability. The results of the investigation reveal that GHRM practices (environmental training and development, green performance assessment, and employee empowerment) substantially contribute to the enhancement of pro-environmental behaviors within the workplace. Empirical evidence suggests that this GHRM approach is a pivotal element in stimulating pro-environmental behaviors specifically within the information technology sector [48].

How GHRM affects employee behavior The processes delineating the influence of GHRM on employee behavior can be elucidated through the Ability-Motivation-Opportunity (AMO) framework. This theoretical construct posits that employees are more inclined to engage in pro-environmental behaviors when they possess the requisite skills (ability), exhibit a willingness to engage in sustainable practices (motivation), and have the opportunity to make contributions to the organization. A multilevel model within the hospitality sector indicates that the efficacy with which GHRM practices are executed serves as a significant predictor of pro-environmental employee behavior, thereby affirming the applicability of AMO within this context [49].

Furthermore, the correlation between Green Human Resource Management (GHRM) practices and employees' environmentally conscious behaviors can be facilitated through the mechanisms of green employee empowerment and personal environmental values. Employees who perceive support from their organization and whose ecological preferences align with those of the organization are more inclined to voluntarily partake in pro-environmental actions. Empirical research suggests that in enhancing the connection between GHRM practices and employee environmental performance, green employee empowerment and individual environmental values play a significant role [50].

4.5 The Influence of Corporate Sustainability Culture on Employee-Pro-Environmental Behavior

A company's sustainability culture refers to the values, beliefs, and practices embedded in the organization to support environmental sustainability goals. This culture plays an important role in encouraging employees' pro-environmental behavior, which is voluntary actions aimed at preserving and protecting the environment in the context of their work. Research shows that an eco-friendly organizational culture has a significant influence on employees' eco-friendly behavior, although organizational commitment does not necessarily mediate this relationship [51].

The mechanism of influence of a company's sustainability culture on employees' pro-environmental behavior can be explained through the formation of organizational norms and expectations. When companies emphasize the importance of eco-friendly practices, employees tend to adjust their behavior according to those norms. Additionally, a strong sustainability culture can increase employee engagement in green initiatives, ultimately driving pro-environmental behavior. Studies show that company culture and corporate commitment together have a significant effect on social behavior within companies, which includes pro-environmental aspects [52].

Additionally, a company's sustainability culture can facilitate green learning and innovation among employees. By providing resources and support for environmental initiatives, companies can empower employees to develop creative solutions to environmental challenges. This not only enhances the individual's pro-environmental behavior but also reinforces the organization's commitment to sustainability. Research shows that eco-friendly human resource management can improve employees' green service behavior, especially when corporate social responsibility acts as a mediator [53].

4.6 Green HRM Practices mediate the influence of Green Transformational Leadership on Employee Pro-environmental Behavior

Green transformational leadership (Green Transformational Leadership) is a leadership style that emphasizes environmental vision and values, inspiring employees to achieve sustainability goals. Leaders with this approach not only motivate employees to behave pro-environment but also create an organizational culture that supports green practices. Research shows that green transformational leadership has a positive influence on the performance of the organization's environment [7].

Green HRM Practices include a process of recruitment, training, performance appraisals, and awards that focus on environmental aspects. The implementation of these practices can improve employees' pro-environmental behavior by providing the necessary knowledge, skills, and motivation. Studies show that Green HRM practices play a significant role in improving the Company's environmental performance [7].

The association between green transformational leadership and employee pro-environmental behavior may be influenced by the implementation of Green HRM practices. Leaders who embrace a green transformational style are inclined to promote the adoption of Green HRM practices, which subsequently fosters pro-environmental behavior in employees. Empirical evidence indicates that Green HRM serves as a mediator in the relationship between green transformational leadership and environmentally friendly employee behaviors [40].

4.7 Corporate Sustainability Culture mediates the influence of Green Transformational Leadership on Employee Pro-environmental Behavior

Green transformational leadership is a leadership paradigm that underscores the significance of ecological vision and principles, motivating employees to engage in pro-environmental behaviors. Leaders embodying this paradigm not only galvanize employees to attain sustainability objectives but also cultivate an organizational culture that endorses eco-friendly practices. Empirical evidence indicates that green transformational leadership exerts a favorable impact on the implementation of environmentally proactive strategies through the intermediary role of employee green engagement [46].

The culture of corporate sustainability (Corporate Sustainability Culture) encapsulates the principles, convictions, and practices ingrained within an organization to advance objectives related to environmental sustainability. This culture is instrumental in fostering pro-environmental behaviors among employees, which encompass voluntary initiatives aimed at conserving and safeguarding the environment within their professional context. Empirical studies indicate that a green organizational culture exerts a favorable influence on the pro-environmental behaviors of employees. [54].

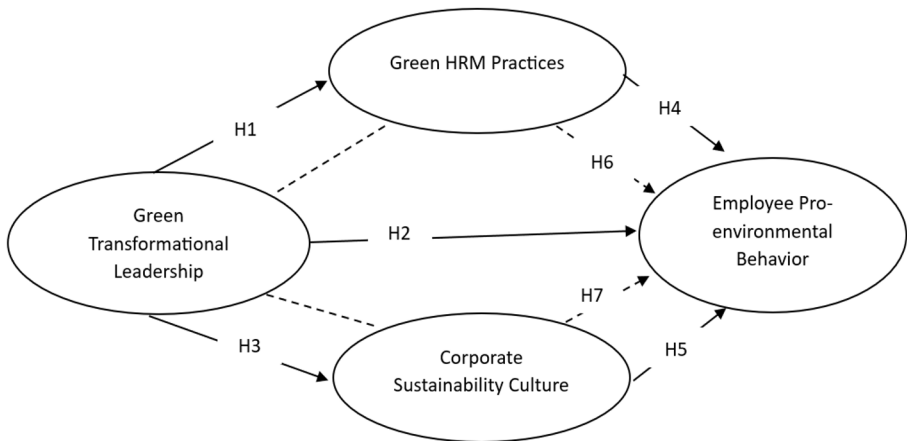


Fig. 1. Conceptual framework

GTL plays an important role in encouraging employees' pro-environmental behavior through two main pathways, namely by influencing Green HRM Practices and forming a Corporate Sustainability Culture. Green transformational leadership inspires employees to be more aware of environmental issues and encourages them to behave more environmentally friendly in the workplace. Green HRM Practices serves as a mediator in the relationship between Green Transformational Leadership and Employee Pro-environmental Behavior. Green transformational leaders develop HRM strategies that support sustainability, such as environmentally-based training, green recruitment policies, and reward systems that encourage friendly behaviors (These HRM practices have been proven to increase employee engagement in various pro-environmental activities, which ultimately contributes to the increase in their pro-environmental behaviors.

5 Conclusion

Penelitian ini menunjukkan bahwa Green Transformational Leadership (GTL) memiliki pengaruh positif terhadap perilaku pro-lingkungan karyawan, dengan Green HRM dan budaya keberlanjutan perusahaan berfungsi sebagai mediator yang menghubungkan pengaruh GTL terhadap perubahan perilaku lingkungan. GTL tidak hanya memotivasi karyawan untuk terlibat dalam inisiatif keberlanjutan tetapi juga menciptakan budaya organisasi yang mendukung praktik ramah lingkungan. Praktik Green HRM, seperti pelatihan ramah lingkungan dan penghargaan atas perilaku pro-lingkungan, memperkuat hubungan antara kepemimpinan hijau dan perilaku ramah lingkungan karyawan. Selain itu, budaya keberlanjutan perusahaan yang mendalam juga memainkan peran penting dalam membentuk perilaku pro-lingkungan. Oleh karena itu, untuk mencapai keberlanjutan yang lebih efektif, organisasi perlu mengintegrasikan kepemimpinan hijau, kebijakan SDM ramah lingkungan, dan budaya organisasi yang mendukung keberlanjutan secara keseluruhan.

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