IMPLEMENTING GREEN TRANSFORMATIONAL LEADERSHIP TO PROVIDE SUSTAINABLE ORGANIZATIONAL PERFORMANCE

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Abstract:

Background: The intention of this research is to increase concern about the environment and the demands of sustainable environmental practices that have encouraged and resulted in high demands for environmental practices in Indonesia.

Purpose: This research will conduct four research variables to explore the co-relation between the variables in order to examine the potential influence of the said variables such as green transformational leadership, green human resource practices, employee green behavior and sustainable organization environment.

Design/methodology/approach: The methodological tool used to analyze the data was partial least squares. Data were collected using questionnaires distributed in Jakarta, Indonesia. This was a descriptive and a verification study.

Findings/Results: The results show that green transformational leadership has a significant influence on green human resource practices compared to employee green behavior, which has a more significant influence on sustainable organizational performance than green human resource practices.

Conclusion: The implementation of Green Human Resource Practices and Employee Green Behavior as intervening factors enriches the understanding of the complex relationship between green transformational leadership styles, organizational sustainability, and employee behaviors in a green organizational context.

Originality/value (State of the art): The state of the art of this research is by implementing Green Human Resource Practices and Employee Green Behavior as the Intervening variable to examine the influence of Green Transformational Leadership on Sustainable Organizational Performance, whereas in previous research, the variables of Green Human Resource Practices and Employee Green Behavior were treated as the independent variables.

Keywords: green transformational leadership, green human resource practices, employee green behavior, sustainable organizational performance

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INTRODUCTION

In particular, developing countries face several challenges resulting from environmental degradation and pollution, such as health issues, unemployment, poverty, and low income, all of which result from their continuous efforts to enhance economic growth. Permana et al. (2024) Global warming, a direct consequence of anthropogenic activities, such as the burning of fossil fuels and deforestation, has become a focal point of scientific research and public discourse. The subsequent increase in global temperatures has profound impacts on the delicate balance of the Earth's ecosystems, challenging their ability to adapt and survive (Graciela, 2023).

Global warming, an incontrovertible consequence of human activities, is a defining issue of our time poised to reshape the foundations of our planet's ecosystems, societies, and economies. With scientific consensus firmly established, this article embarks on a comprehensive exploration of the multifaceted phenomenon of global warming, endeavoring to provide a profound understanding of its underlying causes, its pervasive impacts, and the intricate web of mitigation strategies devised to combat its escalating threats (Chad, 2023).

Global warming is an environmental issue that has received increasing global attention owing to its wide and complex impacts. This phenomenon is characterized by an increase in the average temperature of the Earth's surface, which is largely caused by human activities, such as the burning of fossil fuels and deforestation, which increase the concentration of greenhouse gases in the atmosphere (Mucci et al. 2023).

In recent years, there has been growing concern regarding living conditions and climate change due to the ongoing process of industrialization, resulting in increasingly significant environmental impacts. More recently, academic studies have focused on sustainability practices in various supply chains, recognizing that addressing these issues can enhance organizational competitiveness. (Romano et al. 2023).

The sustainable environment developed by both profit-making and non-profit-making institutions, especially organizations engaged in industrial practices, has considerable economic value. Ramli et al. (2025) A sustainable environment is one with a clean atmosphere, abundant natural resources, and natural resources with good quality, healthy living natural resources, all those living in the air, under the water surface, and on land (Ramli et al. 2023).

Indonesia has made efforts to address these issues, including commitments to reduce emissions and promote renewable energy, but there is still a long way to go to effectively combat global warming and its impact on the country. This event was followed by an increasing number of cases concerning environmental destruction in Indonesia, which is actually worsening. Likewise, the direction of government policy is beneficial to capitalism and endangers the future of the environment. Recently, scientists who are members of the Intergovernmental Panel on Climate Change or IPCC have issued warnings in the form of a "code red for humanity." This was conveyed by the UN Secretary General Antonio Guterres after the publication of the results of the IPCC Scientific Working Group Report on August 9, 2021. This warning is not only intended for several countries but also for the whole world, including Indonesia.

Indonesia has taken various concrete steps to protect the environment, such as being carried out by the Ministry of Transportation of the Republic of Indonesia through the Directorate General of Sea Transportation, carrying out activities including ratifying maritime environmental protection regulations, strengthening institutional functions, increasing cooperation domestically and internationally, and building capacity. human Resources (www.hubla.dephub.do.id).

When discussing and introducing an environmental management system into an organization, it generally becomes very difficult to improve its environmental and social performance and economic performance while maintaining cultural norms and integrating environmentally friendly behavior into an organization's operations. This can only be achieved by distributing green ideology across functions, which can help overcome this problem. The researchers investigated how green management can be implemented through only two important business functions: human resources and innovation (Awwad Al-Shammari et al. 2022).

However, the relationship between these two functions requires further investigation. Recent studies suggest studying how green management can be distributed in various functional areas within an organization to test the results simultaneously and the interrelationships between the various functions to be tested. Lei et al. (2021) There is very little discussion of the "greenness" of human resource management (HRM) or innovation in the literature that addresses more specifically the relationship between HRM and innovation. Therefore, further research is needed in this area to explore the possible mutually reinforcing outcomes that GHRM and GI can deliver on the triple bottom line (TBL): a company's environmental, financial, and social performance (Çop et al. 2021).

Based on the previous researches, such as the research by Al-Ghazali & Afsar (2021) that Green Transformational Leadership" as an independent variable as conducted that the identity of an environmentally friendly organization mediates the relationship between "Green Transformational Leadership" and Green Creativity. Research conducted by Du & Yan (2022) explains that the study shows that: Green Transformational Leadership as an independent variable has a significant positive impact on employee OCBE, and green organizational climate has a mediating effect on the impact of Green Transformational Leadership on employee OCBE. Previous research that places "Green Transformational Leadership" as a moderating variable found (Chen & Wu, 2022) that Green HRM Practices in companies increase employees' environmental awareness (Green Mindfulness) and thus stimulate their Green Behaviors and that Green Transformational Leadership and Green Self-Efficacy play a positive moderating role in the relationship presented above. Research has shown (Goni et al. 2023) that Green HRM has a direct positive influence on environmental performance and that Green Transformational Leadership does not have a significant moderating effect on the relationship between Green HRM Practices and Environmental Performance. Hence, both the variables of Green Human Resource Practices and Employee Green Behavior are simply placed as the intervening variable that conveys the research gap. Therefore, the differences in the implementation of the intervening variables indicate the novelty of this study.

Despite the increasing attention paid to implementing green management, little research has tried to examine how Green Transformational Leadership might interact with Green HR Practices and Employee Green Behavior to work efficiently and effectively to improve Sustainable Organizational Performance in maintaining environmental sustainability.

This research will conduct four research variables to explore the co-relation between the variables in order to examine the potential influence of the said variables, such as green transformational leadership, green human resource practices, and employee green behavior, in order to obtain a sustainable organizational environment in the company.

The affect of Green Transformational Leadership towards Green Human Resource Practices

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(Sule et al. 2020), environmentally friendly Green Human Resource Practices are human resource management activities that aim to help organizations reduce the waste of resources, reduce costs, and improve overall employee performance. Based on the above argument, green transformational leadership can develop green human resource practices to provide sustainable organizational performance. Hence, the hypotheses formulated in this study are as follows.

H^1: The affect of green transformational leadership towards green human resource practices.

The affect of Green Transformational Leadership towards Employee Green Behavior

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,(Sobaih et al. 2022) Employee Green Behavior refers to all positive practices carried out in the workplace that aim to provide benefits to a green environment, such as energy conservation and water conservation. Based on the above argument, green transformational leadership may provide organizations with an understanding of how to develop employees'

green behavior to provide sustainable organizational performance. Thus, the hypotheses formulated in this study are as follows.

H[2]: The affect green transformational leadership towards employee green behavior.

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 the waste of resources, reduce costs, and improve overall employee performance. According to(Ramli et al. 2020), companies must have deep concern for sustainable organizational performance towards the interests of society, such as the economy, environment, and social welfare, to anticipate the needs of current and future generations. This concept is known as sustainability and is increasingly being applied to corporate sustainability today. Based on the above argument, green human resource practices have the potential to develop and provide a sustainable organizational environment. Thus, the hypotheses formulated in this study are as follows.

H[3]: The affect of green human resource practices towards sustainable organizational environment.

The affect of Employee Green Behavior towards Sustainable Organizational Performance

According to Sobaih et al. (2022) Employee Green Behavior refers to all positive practices carried out in the workplace that aim to provide benefits to a green environment, such as energy conservation and water conservation. According to(Ramli et al. 2020), companies must have deep concern for sustainable organizational performance towards the interests of society, such as the economy, environment, and social welfare, to anticipate the needs of current and future generations. This concept is known as sustainability and is increasingly being applied to corporate sustainability today. Based on the above argument, employee green behavior is appropriate to help provide sustainable organizational performance. Thus, the hypotheses formulated in this study are as follows.

H[4]: The affect of employee green behavior towards sustainable organizational performance.

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 Ramli et al. (2020), companies must have deep concern for sustainable organizational performance towards the interests of society, such as the economy, environment, and social welfare, to anticipate the needs of current and future generations. This concept is known as sustainability and is increasingly being applied to corporate sustainability today. Based on the above argument, it has been revealed that green transformational leadership is required to provide sustainable organizational performance. Thus, the hypotheses formulated in this study are as follows.

H[5]: The affect of green transformational leadership towards sustainable organizational performance.

METHODS

Research Methodology is the science of studying how research is done scientifically. A method to solve the research problem systematically by logically adopting various steps. The methodology helps to understand not only the products of scientific inquiry but also the process itself. The research Methodology aims to describe and analyze the methods and shed light on their limitations and resources. Patel & Patel (2019) The key components of the research methodology include the research design, sampling strategy, data collection methods, data analysis techniques, and ethical considerations. The research design outlined the objectives of the study, research questions, variables to be measured, and relationships to be examined (Adeoye, 2024)

This research uses a marketing strategy approach that includes operationalization variables, methods of collecting data and information, defining population, calculating sample size and sampling techniques, as well as the design of the analysis that is carried out to test the research hypothesis by conducting a study of implementing the clinical information system that may influence the patients' satisfaction who come to the healthcare clinics for treatment. This research was conducted in Jakarta from November 2023 to May 2024.

This study uses the causality analysis method. Causality analysis determines the effect of one or more independent variables on the dependent variable through the intervening variables. This study also used descriptive and verification methods. The purpose of this causal research is to determine the effect of clinical system information that will enhance patient satisfaction in seeking treatment at healthcare clinics.

The population is the combination of all elements in the form of events, things or people who have the similar characteristics which become the attention of the researcher to find out the result of the research. The population used in this study was patients from healthcare clinics in Jakarta, Indonesia. This research is based on proposive sampling, in which the researcher assigned the sampling by determining specific characteristics in accordance with the research objectives so that it is expected to be able to answer the research problems (Ferdinand, 2014).

The population used in this study consisted of patients who visited the healthcare clinic in Jakarta Province randomly. This research is based on proposive sampling, in which the researcher assigned the sampling by determining specific characteristics that are in accordance with the research objectives, so that it is expected to be able to answer research problems.

Data collection is one of the most important stages in a study. The quality of research, both quantitative and qualitative, is largely determined by the quality and completeness of the data collecte. I Gusti (2021) The sample used in this study is non-random, considering that the data obtained can be more representative of the number of samples to be used on 183 respondents in Jakarta, and the determination of respondents in this study is based on gender.

Structural equation modeling (SEM) is a useful technique for evaluating complex theoretical relationships between multiple variables, especially when conducting social science and second language (L2) research. Two fundamental SEM methods have been proposed: covariance-based structural equation modeling (CB-SEM) and partial least squares structural equation modeling (PLS-SEM, also referred to as composite-based structural equation modeling) (J. Hair & Alamer, 2022).

The collected data were analyzed using Smart PLS version 3.2.7. It is a structural equation modeling (SEM) software that analyzes the significance of each relationship between the research variables. Because of the variance based on its statistical algorithm, it is not necessary to conduct fit indices (Hair et al. 2011). The data analysis will be conducted in two steps: (1) the outer model, which includes the testing of composite reliability (CR), discriminant and convergent validity, outer loading, and collinearity assessment; (2) the inner model, which includes the evaluation of the t-value for hypotheses testing, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

RESULTS

Descriptive Analysis of Research Respondents. In this study, the researchers grouped respondents into several characteristics, namely gender, age, education, and length of work. The research respondents consisted of 44 (forty-four) male and 33 (thirty-threee) female participants. The ages of the respondents ranged from below 25 years to above 35 years (Table 1). Their positions included managers and supervisors.

The results of descriptive analysis conducted on this research is find out and understand the necessity of implementing green transformational leadership to develop green human resource practices and employee green behavior to provide sustainable organizational performance to control better sustainable environment. The construction of Likert scale is rooted into the aim of the research Sometimes the purpose of theresearch is to understand about the opinions/perceptions of participants related withsingle 'latent' variable (phenomenon of interest). This 'latent' variable is expressed by several 'manifested' items in the questionnaire (Joshi et al. 2015).

Table 1. Respondent characteristics

Gender	Age	Position
Male = 44 (56.9%)	<25 years = 17 (22.4%)	Managers = 20 (25.9%)
Female = 33 (43.1%)	25-30 years = 24 (32.8%)	Supervisors = 58 (74.1%)
	30-35 years = 21 (27.6%)	
	>35 years = 16 (17.2%)	

The measurement of the variable uses a Likert scale technique to measure the variables based on the respondents' assumptions, which uses a five-point scale that allows the individual to express how they start with the lowest Strongly Disagree, Disagree, Neutral, Agree or Strongly Disagree with a particular statement.

Testing the Goodness of Fit of the structural model on the inner model uses the predictive relevance (Q2) value. A Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. The predictive Relevance (Q2) for the structural model measures how well the observed value is generated by the model, and its parameter estimates include 0.02 (small); 0.15 (moderate); and 0.35 (large). The results of discriminant validity (Table 2) indicate that all the indicators are valid because the values are above 0.35, which is estimated to have large parameters.

Table 2. Discriminant Validity (Cross loadings)

	Employee Green Behavior (EGB)	Green Human Resource Practices (GHRP)	Green Transformational Leadership (GTL)	Sustainable Organizational Performance (SOP)
EGB1	0.827	0.723	0.693	0.711
EGB2	0.734	0.641	0.561	0.607
EGB3	0.760	0.688	0.611	0.656
EGB4	0.770	0.639	0.678	0.689
EGB5	0.777	0.629	0.612	0.676
EGB6	0.684	0.591	0.568	0.563
EGB7	0.661	0.578	0.645	0.588
EGB8	0.720	0.665	0.643	0.664
GHRP2	0.599	0.617	0.572	0.562
GHRP3	0.702	0.772	0.616	0.706
GHRP4	0.605	0.757	0.614	0.579
GHRP5	0.567	0.740	0.535	0.622
GHRP6	0.673	0.788	0.674	0.692
GHRP7	0.535	0.607	0.554	0.561
GHRP8	0.695	0.766	0.706	0.726
GTL1	0.687	0.722	0.869	0.653
GTL2	0.413	0.325	0.555	0.403
GTL3	0.750	0.727	0.792	0.701
GTL4	0.627	0.621	0.661	0.635
GTL5	0.619	0.612	0.737	0.625
GTL6	0.436	0.492	0.573	0.413
GTL7	0.672	0.660	0.776	0.643
GTL8	0.562	0.600	0.728	0.527
SOP1	0.716	0.668	0.647	0.767
SOP2	0.630	0.685	0.543	0.792
SOP3	0.659	0.737	0.687	0.823
SOP4	0.670	0.651	0.621	0.801
SOP5	0.701	0.691	0.645	0.797
SOP6	0.652	0.665	0.568	0.733
SOP7	0.753	0.744	0.747	0.787
SOP8	0.668	0.632	0.620	0.778
SOP9	0.671	0.725	0.639	0.746

The value of R^2 shows that the criterion is strong, with a large Q value, indicating that the proposed model is supported by empirical research classified as fit. Similarly, the AVE value is >0.5, which indicates that all variables in the model are estimated to meet the criterion of discriminant validity. The values of both Composite Reliability and Cronbach's alpha for each of the variables are >0.70, which means that all the researched variables are classified as reliable, and the outer model of this research is also classified as fit (Table 3).

The result of the measurement based on the data processing of the model analysis on the dimensions indicates that the overall indicators that were processed above are classified as valid, as most of the values from the loading factors are greater than 0.70.

The measurement model of the latent variables against the dimensions explains the validity of the dimensions used to measure the research variables. The following table shows the results of the measurement model analysis for each latent variable against the dimensions.

The results from the Table 4 indicate that the measurement model analysis of the research variables against the dimensions shows that green transformation leadership with four dimensions is considered strong, as the figures are all above 0.65, and that they are statistically significant.

Table 3. Goodness of Fit Model (GoF)

Variabel	AVE	Composite Reliability	Cronbach's Alpha	R Square	Q Square
Green Transformational Leadership	0.525	0.835	0.880	0.781	
Green HR Practices	0.516	0.863	0.893	-	0.353
Employee Green Behavior	0.552	0.920	0.934	-	0.332
Sustainable Organizational Performance	0.610	0.908	0.883	0.866	0.418

Table 4. Loading Factor Between Latent Variables and Dimensions

Variable Laten-Dimension	Loading factor (λ)	Standard Error (SE)	T Statistics $(|\lambda /SE|)$
Green Transformational Leadership → Green Idealized Influence	0.725	0.042	16.491
Green Transformational Leadership → Green Inspirational Motivation	0.688	0.061	11.656
Green Transformational Leadership → Green Intellectual Stimulation	0.676	0.073	10.543
Green Transformational Leadership → Green Individualized Consideration	0.654	0.055	12.671
Green HR Practices → Green Recruitment and Selection	0.329	0.044	11.871
Green HR Practices → Green Training and Development	0.324	0.035	9.295
Green HR Practices → Green Rewards	0.372	0.042	10.362
Green HR Practices → Green Performance Evaluation	0.542	0.042	11.772
Employee Green Behavior → Kepribadian Hijau	0.326	0.036	6.370
Employee Green Behavior → Green Attitude	0.265	0.027	8.263
Employee Green Behavior → Green Capability	0.364	0.039	10.533
Employee Green Behavior → Green Working Experience	0.333	0.039	8.672
Sustainable Organizational Performance → Sustainable Productivity	0.725	0.042	16.491
Sustainable Organizational Performance → Sustainable Service Quality	0.688	0.061	11.644
Sustainable Organizational Performance → Sustainable Continuous Responsiveness	0.542	0,042	11.772
Sustainable Organizational Performance → Sustainable Responsibility	0.725	0.042	16.491
Sustainable Organizational Performance → Sustainable Accountability	0.654	0.065	12.681

The other research variable of Green HR Practices, which consists of four dimensions that indicate the loadings, varies from moderate to weak. Hence, "Green Performance Evaluation is the only dimension considered to be relatively stronger ($\lambda = 0.542$). The rest of the dimensions were considered lower than 0.65. The variable of Employee Green Behavior also consisted of four dimensions with all loading factors, which is considered low (<0.4). Statistically, this was still considered significant. The suggestion of this research is that the indicators of these dimensions might be considered weaker and represent the latent variable of "Employee Green Behavior."

The dependent variable of Sustainable Organizational, which consists of five dimensions, is considered strong because all of the loading factors are above 0.65. Therefore, the variable with all dimensions was considered reliable.

Based on the variable analysis, the concerned testing latent variables (Table 5). The estimated value hypothesis testing in structural equation modeling is supposed to be significant. The significant value obtained from PLS data processing generates the bootstrapping result. Hence, the significance of the hypothesis testing with the value of parameter from the coefficient and with the value of the T-statistic will be considered significant in the bootstrapping algorithm result. The T-table is 0.05 (5%), which is equal to 1.96. Hence, the P-Value should be greater than 0.60.

Based on the test results Table 5, the research variables show that green transformational leadership has the most significant influence on green human resource practices, with a figure of 4.703, compared to employee green behavior. Employee green behavior has a higher influence on sustainable organizational performance, with a figure of 4.211 compared with green human resource practices. Green transformational leadership also has a direct influence on sustainable organizational performance. This means that organizations need transformational leaders who have an understanding of the environment to achieve sustainable company performance.

The influence of green transformational leadership towards green human resource practices

The test results showed that green transformational leadership has a significant and positive influence on green human resource practices. The analysis results show an original value of 0.325 with a probability value of 0.001 (<0.05), so it can be interpreted that green transformational leadership has a significant and positive effect on green human resource practices, according to the researcher that organizations need to understand that green transformational leadership is able to produce sustainable organizational performance.

The influence of green transformational leadership towards green employee behavior

The test results show that green transformational leadership has a significant and positive influence on green employee behavior. The analysis results show an original value of 0.355 with a probability value of 0.001 (<0.05), so it can be interpreted that green transformational leadership has a significant and positive effect on employee green behavior, according to the researcher that organizations need to understand that green transformational leadership is able to produce sustainable organizational performance.

The influence of green human resource practices towards sustainable organizational performance

The test results show that green human resource practices have a significant and positive influence on sustainable organizational performance. The results of the analysis show an original value of 0.334 with a probability value of 0.001 (<0.05), so it can be interpreted that green human resource practices have a significant and positive effect on sustainable organizational performance, according to the researcher that organizations need to understand that green human resource practices are able to produce sustainable organizational performance.

The influence of green employee behavior towards sustainable organizational performance

The test results show that green employee behavior has a significant and positive influence on sustainable organizational performance. The results of the analysis show an original value of 0.389 with a probability value of 0.001 (<0.05), so it can be interpreted that employee green behavior has a significant and positive effect on sustainable organizational performance, according to the researcher that organizations need to understand that employee green behavior is capable of producing sustainable organizational performance.

Table 5. Results of hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Green Transformational Leadership → Green HR Practices	0.325	0.371	0.125	4.703	0.078
Green Transformational Leadership → Employee Green Behavior	0.355	0.392	0.153	3.732	0.088
Green HR Practices → Sustainable Organizational Performance	0.334	0.331	0.189	3.759	0.079
Employee Green Behavior → Sustainable Organizational Performance	0.389	0.379	0.171	4.211	0.072
Green Transformational Leadership → Sustainable Organizational Performance	0.349	0.288	0.192	3.253	0.083

The influence of green transformational leadership towards sustainable organizational performance

The test results showed that green transformational leadership has a significant and positive influence on sustainable organizational performance. The analysis results show an original value of 0.349 with a probability value of 0.001 (<0.05), so it can be interpreted that green transformational leadership has a significant and positive effect on sustainable organizational performance, according to the researcher that organizations need to understand that green transformational leadership is able to produce sustainable organizational performance.

Managerial Implications

The managerial implication of this study is that transformational leadership is a leadership style that significantly influences organizational dynamics and performance. Its implications for management are profound, particularly in fostering an environment conducive to employee creativity, engagement, and commitment. Transformational leaders inspire and motivate teams, which leads to increased work engagement. Research indicates that this leadership style is positively correlated with creative performance among managers as engaged employees are more likely to contribute innovative ideas and solutions. The mediation effect of work engagement suggests that when leaders adopt transformational approaches, they can enhance both the motivation and creative output of their teams, ultimately driving higher productivity and satisfaction within the organization. Transformational leadership is crucial for effectively managing organizational change. Leaders who embody this style create a compelling vision and motivate their

subordinates to embrace change rather than resist it. They cultivate an organizational culture that supports innovation and collaboration, which is essential during periods of transition. This approach helps identify barriers to change and manage resistance, thereby facilitating smoother transitions and achieving strategic goals.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The research hypothesis built from this study is based on four research variables: green transformational leadership as an independent variable, sustainable organizational performance as a dependent variable, and green human resource practices and employee green behavior as intervening variables. Based on the results of the framework above, it can be concluded that green transformational leadership is an important factor that organizations need to pay attention to in order to produce sustainable organizational performance. Green transformational leadership can influence subordinates to work and act sustainably through green human resource practices and green employee behavior.

This research constructs four variables to determine the main causes of problems and how to solve them. Based on hypothesis testing, it can be concluded that organizations must have an understanding of the problems they face, so that they are interested in helping preserve the environment so that it does not continue to be damaged. Companies must also have good human resource management through green transformational leadership to provide an optimal direction and supervision of work in accordance with

directions to obtain sustainable company performance. Green transformational leadership must also be able to direct subordinates to work in accordance with their understanding of green human resource practices and green employee behavior.

Recommendations

Based on the conclusions above, the researcher suggests that organizations follow suggestions such as organizations that need to implement and provide leaders with green transformational leadership to understand the current situation in the organization and then prepare to improve them by persuading them to perform as instructed. Organizations need to provide training and workshops to improve the capabilities of human resources to further understand the green management that needs to be implemented by the organization. Organizations also need to implement green practices once human resources have been provided with traning-dan development. Organizations need to implement and improve the green behavior of human resources to prevent resistance to implementing green behavior. Organizations must prepare and provide training and development for first-line management to adopt green transformational leadership to obtain sustainable organizational performance capabilities.

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