

## The Influence of Transformational Leadership and Human Resources Management on Employee Behavior with Organizational Culture as a Mediating Variable

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### Abstract

*This study examines the influence of transformational leadership and human resources management on employee behavior, with organizational culture as a mediating variable, using the concept of green school. A quantitative approach was employed, utilizing total sampling with 51 teachers and staff as respondents. The data were analyzed using Partial Least Squares (PLS). The results reveal that transformational leadership has a positive but not significant effect on employee behavior, while it has a positive and significant effect on organizational culture. Human resources management shows a positive but not significant effect on employee behavior and a positive and significant effect on organizational culture. Furthermore, organizational culture positively and significantly affects employee behavior and mediates the influence of transformational leadership and human resources management on employee behavior.*

**Keywords:** *Transformational leadership, human resources management, organization culture, employee behavior*

### Abstrak

Penelitian ini mengkaji pengaruh kepemimpinan transformasional dan manajemen sumber daya manusia terhadap perilaku karyawan, dengan budaya organisasi sebagai variabel mediasi, dalam konsep sekolah hijau. Pendekatan kuantitatif digunakan dengan teknik total sampling yang melibatkan 51 guru dan staf sebagai responden. Data dianalisis menggunakan Partial Least Squares (PLS). Hasil penelitian menunjukkan bahwa *transformational leadership* berpengaruh positif dan tidak signifikan terhadap *employee behavior*, *transformational leadership* berpengaruh positif dan signifikan terhadap *organizational culture*, *human resources management* berpengaruh positif dan tidak signifikan terhadap *employee behavior*, *human resources management* berpengaruh positif dan signifikan terhadap *organizational culture*, *organizational culture* berpengaruh positif dan signifikan terhadap *employee behavior*, *organizational culture* memediasi pengaruh *transformational leadership* terhadap *employee behavior*, and *organizational culture* memediasi pengaruh *human resources management* terhadap *employee behavior*.

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## INTRODUCTION

The worsening environmental crisis has become an urgent global concern in the last decade (Alikodra, 2017). Climate change, air and water pollution, and biodiversity loss pose significant challenges that threaten environmental sustainability. In the current era of environmental uncertainty, organizations worldwide are required to adapt to climate change and align their business practices with sustainability principles (Rumijati & Novianti, 2024). Organizations play a significant role in preserving and protecting the environment, as well as contributing to sustainable development (Ronasifah et al., 2019). Environmental awareness among organizational members is something that organizations must cultivate. One aspect that is often overlooked in environmental conservation efforts is employee behavior. Environmentally friendly employee behavior, also known as employee green behavior, is essential because it can significantly impact an organization's environmental performance. Several factors influencing employee green behavior include green transformational leadership and green human resources management (Norton et al., 2018). One approach that has gained attention is incorporating environmental principles into human resource management and organizational leadership, known as green human resources management and green transformational leadership. Additionally, an organizational culture that supports sustainability, referred to as green organizational culture, can serve as an important mediating variable that facilitates the impact of green human resources management and green transformational leadership in promoting employee green behavior. By implementing green human resources management, green transformational leadership, and fostering a green organizational culture, organizations can take a more proactive role in environmental conservation while creating long-term value for the organization and society as a whole (Trimono & Nawangsari, 2021).

Employee green behavior includes actions such as energy conservation, waste reduction, and more efficient use of resources (Wong et al., 2021). By adopting these behaviors, employees not only contribute to environmental sustainability but also enhance the company's public image. Moreover, green organizational culture fosters the creation of employee green behavior, which can improve employee satisfaction and engagement (Afridi et al., 2024). Leaders with a green transformational leadership style can motivate and inspire subordinates, ensuring that their policies and decisions align with the organization's environmentally oriented vision and mission (Gustiah & Nurhayati, 2022). Green transformational leadership encourages the involvement of all organizational members in adopting environmentally friendly practices and ensures that every action taken has a positive impact on sustainability.

Research findings reveal a research gap concerning the relationship between green transformational leadership and employee green behavior. Some studies have found that green transformational leadership positively influences employee green behavior (Gustiah & Nurhayati, 2022), (Krisnawati & Amalia, 2023), (Yang & Li, 2023), and (Novianti & Rumijati, 2023). However, other studies suggest that leadership does not affect green behavior (Asfiah et al., 2024) and (Cahyadi et al., 2023). These inconsistencies in research findings highlight a research gap in the relationship between the green transformational leadership variable and employee green behavior. (Krisnawati & Amalia, 2023)

In addition, another factor influencing employee commitment to performance and environmental awareness is green human resources management (Krisnawati & Amalia, 2023). green human resources management encompasses various practices, such as green recruitment, training for environmental awareness, performance evaluation based on environmental impact, and rewards for employees who contribute positively to sustainability (Yang & Li, 2023). green human resource management is a system for managing the workforce aimed at reducing negative environmental impacts or enhancing positive environmental effects (Novianti & Rumijati, 2023). The implementation of green human resources management not only enhances overall employee performance but also contributes to achieving the company's sustainability goals and reducing its carbon footprint (Asfiah et al., 2024).

Research findings reveal a research gap concerning the relationship between Green Human Resources Management and Employee Green Behavior. Some studies indicate that Green Human Resources Management positively influences Employee Green Behavior (Krisnawati & Amalia, 2023), (Cahyadi et al., 2023), (Satria & Resmawa, 2022), and (Mishra, 2017). However, other studies contradict this, stating that Green Human Resources Management does not affect Employee Green Behavior (Sholeh & Waskito, 2024) and (Pramudita & Gunawan, 2023). These inconsistencies in research findings highlight a research gap in the relationship between Green Human Resources Management and Employee Green Behavior.

This study uses green transformational leadership and green human resources management as independent variables, with employee green behavior as the dependent variable. Additionally, this study incorporates green organizational culture as a mediating variable. This inclusion is supported by previous studies which found that green transformational leadership influences green organizational culture (Srivastava et al., 2024), (Arifiani et al., 2020), and (Al Dahnahani et al., 2019). Similarly, studies revealed that green human resources management impacts green organizational culture (Yang & Li, 2023) (Roscoe et al., 2019), (Maheswari et al., 2024), and (Hooi et al., 2021). Moreover, demonstrated that green organizational culture influences employee green behavior (Trimono & Nawangsari, 2021), (Yang & Li, 2023), and (Li et al., 2022). Considering these findings, this study includes green organizational culture as a mediating variable, hypothesized to play a critical role in mediating the relationship between the independent and dependent variables.

In the field of education, the Ministry of Environment and the Ministry of Education 2006 assessed the environmental friendliness of educational institutions through the Adiwiyata program (Bahrudin, 2017). SMP Negeri 20 Kota Malang has implemented environmentally friendly activities within the school environment to achieve Adiwiyata school status. However, the implementation of employee green behavior at SMP Negeri 20 Kota Malang has significantly declined. Teachers and staff are increasingly less aware of the importance of environmental conservation, as reflected in their low participation in environmental preservation efforts at the school. SMP Negeri 20 Malang has received the Adiwiyata award twice, namely the national Adiwiyata in 2017 and the independent Adiwiyata in 2019. Based on the research gap and phenomenon gap, this study aims to analyze the impact of green transformational leadership and green human resources management on employee green behavior with green organization culture as a mediating variable.

## **LITERATURE REVIEW**

Employee green behavior refers to behaviors aimed at reducing the negative impact of human resource actions on the environment or intentionally creating positive environmental impacts (Unsworth et al., 2013). Several factors influence employee green behavior, including leadership

assertiveness, leadership motivation, training, and performance evaluation (Norton et al., 2018) and (Laga et al., 2024). There are six indicators of employee green behavior: environmental sustainability, transformation, avoiding harm, conservation, influencing others, and initiative (Ones et al., 2018). Green transformational leadership is a leadership style that can motivate and inspire subordinates, ensuring that their policies and decisions align with the organization's environmentally-oriented vision and mission (Gustiah & Nurhayati, 2022). There are four indicators of green transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Jennfier & Barling, 2017). Green human resource management refers to a workforce management system implemented to reduce negative environmental impacts or enhance positive environmental impacts (Astuti & Wahyuni, 2018). There are six indicators of green human resources management: workforce planning, recruitment, selection, employee motivation, employee development, and performance evaluation (Bombiak & Marciniuk-Kluska, 2018). Green organizational culture represents a set of values, symbols, assumptions, and organizational artifacts that reflect a commitment or intention to establish an environmentally conscious organization (Tahir et al., 2019). There are four factors of green organizational culture: commitment and support from top management, the strength of internal regulations, organizational mission, and environment (Suresh, 2023). Additionally, there are three indicators of green organizational culture: message credibility, coworker involvement, and employee empowerment (Roscoe et al., 2019).

Based on the several previous studies have been used to develop hypotheses. The studies reveal that green transformational leadership has a positive effect on employee green behavior (Wang et al., 2018), (Khan, 2022), and (Cahyadi et al., 2023).

H1: Green transformational leadership has a positive effect on employee green behavior.

Based on the explanation of the relationships between variables, several previous studies have been used to develop hypotheses. Research shows that Green Transformational Leadership influences Organizational Culture (Al Dahnahani et al., 2019).

H2: Green Transformational Leadership has a positive effect on Green Organizational Culture

Based on the several previous studies have been used to develop hypotheses. Research shows that green human resources management influences employee green behavior (Cahyadi et al., 2023), (Krisnawati & Amalia, 2023), (Satria & Resmawa, 2022), and (Mishra, 2017).

H3: Green human resources management has a positive effect on employee green behavior

Based on the several previous studies have been used to develop hypotheses. Research shows that green human resources management influences green organizational culture (Yang & Li, 2023), (Maheswari et al., 2024), and (Roscoe et al., 2019).

H4: Green human resources management has a positive effect on green organizational culture

Based on the several previous studies have been used to develop hypotheses. Research shows that green organizational culture influences employee green behavior (Li et al., 2022) and (Zhu et al., 2021).

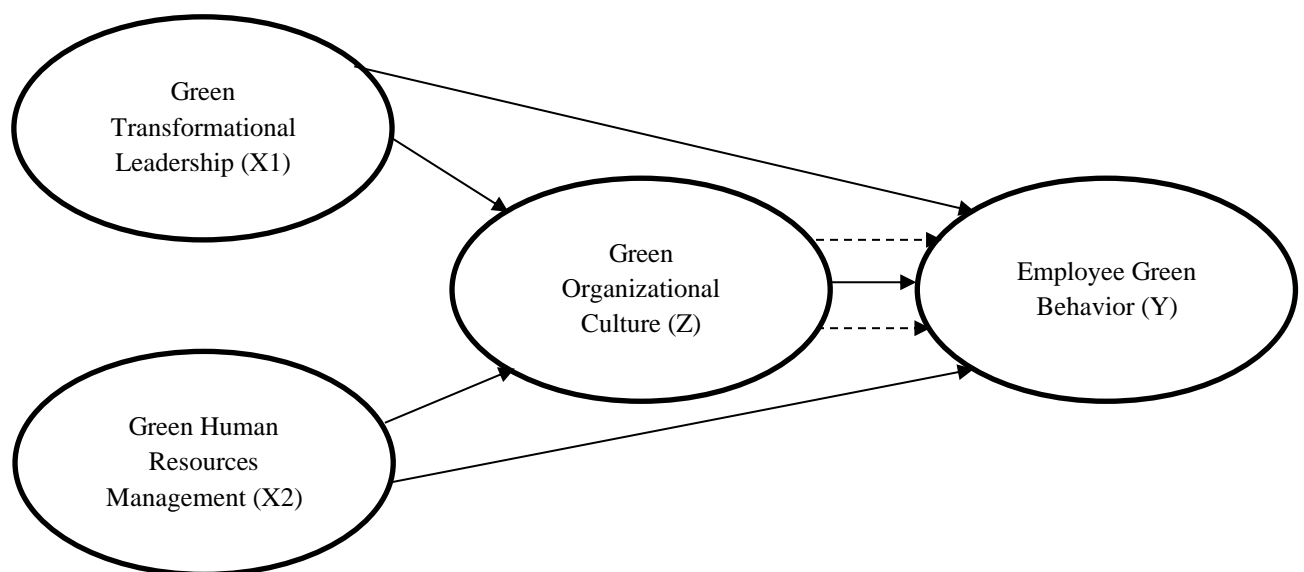
H5: Green organizational culture has a positive effect on employee green behavior

Based on the several previous studies have been used to develop hypotheses. Green transformational leadership has a positive effect on employee green behavior (Wang et al., 2018), (Khan, 2022), and (Cahyadi et al., 2023). Green transformational leadership influences green organizational culture (Al Dahnahani et al., 2019). Green organizational culture influences employee green behavior (Li et al., 2022) and (Zhu et al., 2021).

H6: Green organizational culture mediates influences of green transformational leadership and employee green behavior

Based on the several previous studies have been used to develop hypotheses. Research shows that green human resources management influences employee green behavior (Cahyadi et al., 2023), (Krisnawati & Amalia, 2023), (Satria & Resmawa, 2022), and (Mishra, 2017). Green human resources management influences green organizational culture (Yang & Li, 2023), (Maheswari et al., 2024), and (Roscoe et al., 2019). Green organizational culture influences employee green behavior (Li et al., 2022) and (Zhu et al., 2021).

H7: Green organizational culture mediates influences of green human resources management and employee green behavior



**Figure 1.** Conceptual Framework

## RESEARCH METHODS

This research explores the influence of green transformational leadership, green human resources management, and green organizational culture on employee green behavior at SMP Negeri 20 Malang. This research is a quantitative study, the research data consists of numerical values that will be measured using statistics as a tool for calculation, related to the problem under investigation to conclude. The study was conducted at SMP Negeri 20 Malang, Tumenggung Suryo Street no.38, Bunulrejo, Blimbing, Malang, East Java. The population in this study comprises all teachers and employees at SMP Negeri 20 Malang. The sampling technique used is Total Sampling, where all 51 teachers and staffs are included as samples. The researcher distributed questionnaires in the form of Google Forms to the respondents. The analysis tool used in this study is Smart PLS 4 for data analysis.

## RESULT AND DISCUSSION

After distributing the questionnaire to 51 respondents, which was declared valid and reliable, the researcher proceeded to conduct tests to prove the existing hypotheses. The following are the results of respondent characteristics, instrument tests, classical assumption tests, data analysis techniques, and hypothesis testing. Based on the results of data collection, the respondent profile in this study or the characteristics of the respondents in this study were obtained. The characteristics of the respondents are presented in Table 1 as follows:

**Table 1.** Respondent Characteristics

Respondent Characteristics	Variation	Respondent	Persentation
Gender	Male	16	31.4%
	Female	35	68.6%
Age	<25 Years	1	2%
	26-35 Years	13	25.5%
	36-45 Years	11	21.6%
	46-55 Years	14	27.4%
	>55 Years	12	23.5%
Level Of Education	High School	2	3.9%
	Associate Degree	1	2%
	Bachelor's Degree	46	90.2%
	Master's Degree	2	3.9%
Years Of Service	<3 Years	1	2%
	3-5 Years	8	15.7%
	6-10 Years	16	31.3%
	>10 Years	26	51%
Employment status	Honorary	8	15.7%
	PPPK	10	19.6%
	Permanent	33	64.7%
Work Part	Teacher	41	80.4%
	Vice Principal	4	7.8%
	Staff	6	11.8%

*Source: Primary data processed (2024)*

From the questionnaire distribution conducted by the researcher to 51 respondents, it is known that the gender of employees at SMP Negeri 20 Malang is predominantly female at 68.6%, mostly, they are at age 46-55 years old at 27.4%, the level of education is predominantly bachelor degree at 90.2%, work experience of more than 10 years is 51%, the employment status is predominantly permanent at 64.7%, the dominant working department is teacher at 80.4%.

**Table 2.** Answers Distribution

Variables	Respondents	Score	Category
GTL	51	235.5	Very Good
GHRM	51	221.1	Very Good
GOC	51	232	Very Strong
EGB	51	233.3	Very Good

*Source: Primary data processed (2024)*

Based on the table 2, the scale range calculation shows that the GTL score is 235.5, categorized as very good; the GHRM score is 221.1, categorized as very good; the GOC score is 232, categorized as very strong; and the EGB score is 233.3, categorized as very good.

The data analysis used to examine the influence between variables is conducted using path analysis. The stages of path analysis are as follows:

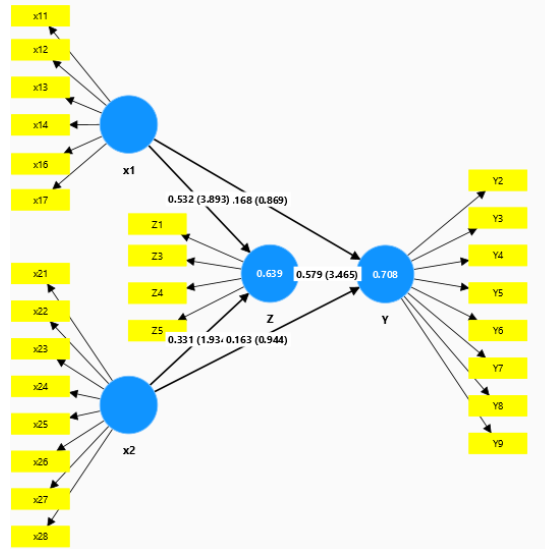


Figure 2. Hypothesis Test

The path coefficient of GTL on EGB indicates an influence of 16.8% on EGB, while the remaining percentage is influenced by other variables. The path coefficient of GTL on GOC shows an influence of 53.2% on GOC, with the rest influenced by other variables. The path coefficient of GHRM on EGB shows an influence of 16.3% on EGB, while the remaining percentage is influenced by other variables. The path coefficient of GHRM on GOC indicates an influence of 33.1% on GOC, with the rest influenced by other variables. The path coefficient of GOC on EGB shows an influence of 57.9% on EGB, while the remaining percentage is influenced by other variables. The path coefficient of GTL on EGB through GOC indicates an influence of 47.6% on EGB through GOC, with the remaining percentage influenced by other variables. The path coefficient of GHRM on EGB through GOC indicates an influence of 35.5% on EGB through GOC, with the rest influenced by other variables.

Table 3. Validity test results

Variabel	Item	AVE	Outer Loadings	Classification
GTL (X1)	X1.1	0.710	0.744	Valid
	X1.2		0.929	Valid
	X1.3		0.873	Valid
	X1.4		0.915	Valid
	X1.6		0.902	Valid

	X1.7		0.912	Valid
GHRM (X2)	X2.1		0.908	Valid
	X2.2		0.864	Valid
	X2.3		0.897	Valid
	X2.4	0.790	0.878	Valid
	X2.5		0.948	Valid
	X2.6		0.904	Valid
	X2.7		0.913	Valid
	X2.8		0.793	Valid
GOC (Z)	Z1		0.793	Valid
	Z3	0.736	0.896	Valid
	Z4		0.838	Valid
	Z5		0.901	Valid
EGB (Y)	Y2		0.782	Valid
	Y3		0.857	Valid
	Y4		0.854	Valid
	Y5	0.777	0.868	Valid
	Y6		0.873	Valid
	Y7		0.799	Valid
	Y8		0.890	Valid
	Y9		0.814	Valid

Source: Processed data, 2024

Based on Table 3, to consider an indicator as valid, the value loading factor expected is a minimum of 0.7, in line with recommendations. The results that can be seen from Table 2 show that all indicators have loading factor values that exceed 0.7. Therefore, it can be concluded that these indicators have been proven valid. The final model was refined by removing items X15, Z2, Y1, and Y10. Item X5 was removed due to an outer loading value of <0.70. Items Z2, Y1, and Y10 were removed to meet the discriminant validity standard, ensuring that the HTMT value is <0.90.

**Table 4.** Discriminant Validity

	EGB	GHRM	GOC	GTL
EGB				
GHRM	0.715			
GOC	0.900	0.756		
GTL	0.767	0.723	0.833	

Source: Processed data, 2024

Table 4, indicates the value of HTMT <0.90, which means discriminant validity is fulfilled.

**Table 5.** Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability	Classification
EGB	0.941	0.951	Reliable

GHRM	0.962	0.968	Reliable
GOC	0.880	0.918	Reliable
GTL	0.941	0.954	Reliable

Source: Processed data, 2024

Based on Table 5, the value of Cronbach's alpha and composite reliability show all latent variable or construct values to be > 0.70. Thus, all latent variables have good reliability and meet the specified requirements, allowing for further structural model testing.

**Table 6.** R Squares

Variable	R-Square
EGB	0.708
GOC	0.639

Source: Processed data, 2024

EGB (Y) is influenced by GTL (X1), GHRM (X2), and GOC (Z) by 0.708 or 70.8%, while the remaining 29.2% is influenced by constructs or variables outside the scope of this study. Meanwhile, GOC (Z) is influenced by GTL (X1) and GHRM (X2) by 0.639 or 63.9%, with the remaining 36.1% explained by constructs or variables outside the scope of this study.

**Table 7.** Direct Effects

Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Classification
GHRM -> EGB	0.163	0.974	0.331	Not Significant
GHRM -> GOC	0.331	<b>2.010</b>	<b>0.045</b>	Significant
GOC -> EGB	0.579	<b>3.703</b>	<b>0</b>	Significant
GTL -> EGB	0.168	0.907	0.365	Not Significant
GTL -> GOC	0.532	<b>3.976</b>	<b>0</b>	Significant

Source: Processed data, 2024

**Table 8.** Indirect Effects

Variable	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Classification
GHRM -> GOC -> EGB	0.192	<b>2.018</b>	<b>0.044</b>	Significant

GTL -> GOC -> EGB	0.308	<b>2.540</b>	<b>0.011</b>	Significant
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*Source: Processed data, 2024*

The results of the direct effect show that there is a positive but insignificant effect of green transformational leadership on employee green behavior which contrasts with prior studies by (Wang et al., 2018), (Khan, 2022), and (Cahyadi et al., 2023). This means that the better the green transformational leadership, the less impact it has on employee green behavior. This study demonstrates that green transformational leadership has a significant and positive effect on green organizational culture which contrasts with prior studies by (Wang et al., 2018), (Khan, 2022), and (Cahyadi et al., 2023). This result indicating that leadership emphasizing sustainability principles can strengthen an organizational culture that supports environmentally friendly practices. On the other hand, green human resources management does not exhibit a significant direct effect on employee green behavior which contrasts with prior studies by (Cahyadi et al., 2023), (Krisnawati & Amalia, 2023), and (Satria & Resmawa, 2022). This result suggesting that the mere implementation of green human resources management policies is insufficient to foster green behavior among employees without robust organizational cultural support. However, green human resources management is shown to have a significant impact on green organizational culture which contrasts with prior studies by (Hooi et al., 2021), implying that green human resources management practices are effective in building a culture conducive to sustainability. Furthermore, green organizational culture significantly influences employee green behavior, confirming that a strong organizational culture can encourage employees to adopt green behaviors. Moreover, mediation analysis reveals that green organizational culture fully mediates the effect of green transformational leadership on employee green behavior, suggesting that the mere implementation of green human resources management policies is insufficient to foster green behavior among employees without robust, meaning that the positive impact of green transformational leadership on employees' green behavior is realized through its influence on organizational culture. Similarly, green organizational culture fully mediates the relationship between green human resources management and employee green behavior, suggesting that the mere implementation of green human resources management policies is insufficient to foster green behavior among employees without robust, indicating that the beneficial effects of green human resources management policies on employees' green behavior can only be achieved when supported by an organizational culture that champions sustainability.

## CONCLUSIONS

Based on the findings of this study, it can be concluded that the variables of Green Transformational Leadership (GTL), Green Human Resources Management (GHRM), Green Organizational Culture (GOC), and Employee Green Behavior (EGB) at SMP Negeri 20 Malang are generally very good. Specifically, while GTL has a positive effect on EGB, the relationship is not statistically significant; however, GTL does have a significant and positive influence on GOC. Similarly, GHRM shows a positive but not significant direct effect on EGB, yet it significantly and positively affects GOC. In addition, GOC exerts a significant and positive impact on EGB and serves as a mediating variable for both GTL and GHRM's influence on EGB.

This study has several limitations that should be noted. First, the sample size is relatively small, consisting of only 51 teachers and staff from SMP Negeri 20 Malang, which limits the generalizability of the findings to other educational contexts. Second, the study is set within a very specific

environment—a single school—thus the results may not be applicable to different educational institutions or industries. Additionally, the focus on only GTL, GHRM, GOC, and EGB excludes other potential variables that could influence green employee behavior.

In terms of practical implications, the findings offer valuable insights for policymakers and educational institutions aiming to strengthen green school initiatives. For instance, school leaders are encouraged to adopt a more proactive role in implementing GTL by clearly communicating a sustainability vision, modeling environmentally friendly behaviors, and promoting active participation in green programs such as Adiwiyata. Moreover, optimizing GHRM practices is essential through regular environmental training, recruitment policies that emphasize environmental awareness, and reward systems based on green behavior. Strengthening GOC can also be achieved by enacting formal policies on environmental practices—such as waste management and energy conservation—and fostering collective participation in sustainability activities.

For future research, it is recommended that replication studies be conducted in other educational institutions and across different industries to enhance the generalizability of the findings. Researchers should consider incorporating additional variables, such as employee engagement, to further explain green behavior. Exploring the influence of external factors, including government policies, could also provide a more comprehensive understanding of the determinants of employee green behavior. By addressing these areas, future studies can build on the current findings and contribute more broadly to the fields of sustainability, leadership, and organizational behavior.

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