

Building Green Organizational Citizenship Behavior in the Electronics Industry: The Role of Green Transformational Leadership, Green Organization Culture and Green HRM

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ABSTRACT

The current phenomenon requires companies to adopt green organizational culture and transformational leadership as crucial strategies to foster green organizational citizenship behavior among employees. This study explores employee awareness of green organizational citizenship behavior influenced by Green Organizational Culture, Green Transformational Leadership, and Green Human Resources Management. The method used in data collection uses quantitative purposive sampling. There were 150 respondents from four divisions in a company engaged in the electronics sector. Data analysis used the SEM method with PLS 4 software. The study results concluded that GOC and GTL positively and significantly affect GHRM. GOC, GTL, and GHRM positively and significantly affect G-OCB. GHRM mediates GOC and GTL with G-OCB. The implication is that companies must invest resources in developing and implementing comprehensive GHRM practices.

Keywords: green organizational culture, green transformational leadership, green human resources management, green organizational citizenship behavior.

ABSTRAK

Fenomena saat ini menuntut perusahaan untuk mengadopsi budaya organisasi hijau dan kepemimpinan transformasional sebagai strategi penting dalam mendorong terbentuknya *green organizational citizenship behavior* pada karyawan. Penelitian ini bertujuan untuk mengkaji kesadaran karyawan terhadap *green organizational citizenship behavior* yang dipengaruhi oleh *Green Organizational Culture*, *Green Transformational Leadership*, dan *Green Human Resources Management*. Metode pengumpulan data menggunakan pendekatan kuantitatif dengan teknik *purposive sampling*. Jumlah responden dalam penelitian ini sebanyak 150 orang yang berasal dari empat divisi pada sebuah perusahaan di sektor elektronik. Analisis data dilakukan menggunakan metode *Structural Equation Modeling* (SEM) dengan bantuan perangkat lunak SmartPLS 4. Hasil penelitian menunjukkan bahwa *Green Organizational Culture* dan *Green Transformational Leadership* berpengaruh positif dan signifikan terhadap *Green Human Resources Management*. Selain itu, *Green Organizational Culture*, *Green Transformational Leadership*, dan *Green Human Resources Management* berpengaruh positif dan signifikan terhadap *Green Organizational Citizenship Behavior*. Selanjutnya, *Green Human Resources Management* terbukti memediasi pengaruh *Green Organizational Culture* dan *Green Transformational Leadership* terhadap *Green Organizational Citizenship Behavior*. Implikasi dari penelitian ini menunjukkan bahwa perusahaan perlu menginvestasikan sumber daya dalam pengembangan dan implementasi praktik *Green Human Resources Management* secara komprehensif.

Kata kunci: budaya organisasi hijau, kepemimpinan transformasional hijau, manajemen sumber daya manusia hijau, *green organizational citizenship behavior*.

INTRODUCTION

In sustainable development, companies have a strategic role in pursuing economic profit and demonstrating a commitment to environmental preservation (Zhong et al., 2020). One form of this role can be realized by implementing environmentally friendly behaviors in the workplace. Green behavior reflects a company's concern for its environmental impact and is part of an increasingly important social and environmental responsibility that needs to be internalized within the corporate culture (Yusliza et al., 2022).

Implementing managerial policies and environmental programs, the success of green initiatives within an organization is greatly influenced by the active participation of individuals involved. Green Organizational Citizenship Behavior (GOC) is voluntary employee behavior aimed at supporting environmentally friendly organizational practices without formal demands from management. Previous research (Hooi et al., 2022) has identified several determinants that can encourage the emergence of GOC, namely Green Organizational Culture and Green Transformational Leadership. Nugroho & Tiarapuspa (2023) identified Green Human Resources Management. Elshaer et al. (2021) identified Green Human Resources Management. GOC is not formed directly, but is influenced by encouragement from organizational culture, leadership, and environmentally oriented HRM practices.

Green Human Resource Management, an environmentally focused HR management practice, encompasses green recruitment, environmental training, environmentally-based performance appraisals, and a reward system for employees demonstrating pro-environmental behavior (Pham et al., 2020). Green HRM aims to instill environmental responsibility into the organizational culture and employee mindset (Ali et al., 2024).

Green Organizational Culture is an organizational culture that consistently instills environmental values in its vision, mission, policies, and daily work practices. An environmentally conscious organizational culture will create a work climate that supports the active participation of employees in environmentally friendly activities (Li et al., 2025). Green Organizational Culture creates a strong foundation for a work environment supporting pro-environmental behavior. (Anggarwal and Agarwala, 2021). Direct and indirect interactions within the organization, such as inspirational leadership, a conducive work atmosphere, and quality work relationships, contribute to forming Green Transformational Leadership. (Balouch et al., 2023). Green Transformational Leadership is leadership that inspires, motivates, and directs changes in the behavior of organizational members towards sustainability goals (Singh et al., 2020). A deep understanding of the factors influencing leadership and HR management is becoming increasingly important in manufacturing companies emphasizing sustainability principles. Research conducted by Chen et al (2023) stated that green awareness and intrinsic motivation influence G-OCB. It stated that green awareness and intrinsic motivation significantly influence G-OCB. Research (Meng, 2023) revealed that a green lifestyle can increase G-OCB. Meanwhile, Laurine (2025) found that Green Self-Efficacy and Green Inclusive Leadership are antecedents that significantly influence G-OCB.

This study offers novelty by integrating a theoretical framework encompassing Green Organizational Culture and Green Transformational Leadership, key antecedents of Green Organizational Citizenship Behavior, with Green Human Resources Management as a mediator. This study also fills a gap in the literature by analyzing the role of GOC and GTL in shaping Green Human Resource Management as a catalyst for employee engagement in green initiatives. This aspect has not been widely researched from an employee perspective. Furthermore, this study will investigate the impact of GHRM on GOCB specifically through GOC and GTL, which are still limited in understanding despite growing interest.

The study aims to empirically analyze the influence of Green Organizational Culture, Transformational Leadership, and Human Resource Management on Green Organizational Citizenship Behavior. Specifically, it also aims to identify how Green

Human Resource Management mediates the relationship between Green Organizational Culture, Transformational Leadership, and Green Organizational Citizenship Behavior.

This study offers several novel contributions to the green organizational behavior literature. First, it extends prior research by situating the analysis within the electronics industry in Indonesia, a manufacturing sector that faces increasing environmental pressure yet remains underrepresented in empirical GOCB studies from emerging economies. Second, this study conceptualizes Green Human Resources Management (GHRM) as an institutional mechanism, rather than merely a statistical mediator, that translates green organizational culture and green transformational leadership into concrete employee behaviors. Third, by adopting an employee-based green behavior perspective, this study emphasizes voluntary, discretionary pro-environmental actions at the individual level, thereby providing a more nuanced understanding of how sustainability values are internalized and enacted within organizational settings. These contributions collectively enrich the theoretical and empirical understanding of green organizational citizenship behavior in sustainability-oriented management research.

LITERATURE REVIEW

Green Organizational Culture and Green Human Resources Management

An organizational culture that consistently instills environmentally friendly values will encourage implementing HR practices that align with sustainability principles. A culture that supports green behavior will create a conducive work environment for implementing Green Human Resources Management. Therefore, Green Organizational Culture is an important foundation in encouraging the effectiveness of Green Human Resources Management practices. Referring to empirical findings from previous studies (Nurfitiyana & Muafi, 2023), Alfian Nugroho & Tiarapuspa (2023) show that Green Organizational Culture positively affects Green Human Resources Management. **Hypothesis-1:** Green Organizational Culture positively influences Green Human Resources Management.

Green Transformational Leadership and Green Human Resources Management

A transformational and environmentally friendly leadership style creates support and inspiration for employees to engage actively in the organization's green activities. Leadership that supports green innovation and provides role models will strengthen the effectiveness of Green Human Resources Management in developing human resources that contribute to environmental sustainability. Empirical findings from previous studies (Balouch & Tamandani, 2023) and (Alfian Nugroho & Tiarapuspa, 2023) indicate that Green Transformational Leadership positively affects Green Human Resources Management. **Hypothesis-2:** Green Transformational Leadership directly and positively influences Green Human Resources Management.

The Influence of Green Organizational Culture on Green Organizational Citizenship Behavior

Green Organizational Culture consistently instills environmental values, encouraging employees to engage in pro-environmental behavior voluntarily. A work environment that supports sustainable practices contributes to employee awareness and responsibility for environmental issues, even though these actions are not formally mandated. Therefore, an organizational culture oriented towards environmental sustainability is important in increasing Green Organizational Citizenship Behavior. Empirical findings from previous studies (Ardiani & Supriadi, 2024) and (Novita Nurfitriyana & Muafi, 2023) show that Green Organizational Culture positively affects Green Organizational Citizenship Behavior. **Hypothesis-3:** Green Organizational Culture directly and positively influences Green Organizational Citizenship Behavior.

Green Transformational Leadership and Green Organizational Citizenship Behavior

A transformative leadership style in environmental matters fosters employee awareness, motivation, intrinsic motivation, and commitment to engage in environmentally friendly practices voluntarily. Leaders who can internalize sustainability values will encourage the creation of Green Organizational Citizenship Behavior (Chen

et al., 2023). Empirical findings from previous research conducted by Liu (2023) and Novita Nurfitriyana & Muafi (2023) show that Green Transformational Leadership positively affects Green Organizational Citizenship Behavior. **Hypothesis 4:** Green Transformational Leadership directly and positively influences Green Organizational Citizenship Behavior.

Green Human Resources Management and Green Organizational Citizenship Behavior

Green Human Resources Management plays a strategic role in fostering Green Organizational Citizenship Behavior. Green Human Resources Management practices, such as providing environmental training, creating a green work culture, and establishing a reward system for environmental contributions, can increase employee awareness and motivation to engage in pro-environmental activities voluntarily. Therefore, the effectiveness of Green Human Resources Management implementation is crucial in fostering Green Organizational Citizenship Behavior. Research (Swidi, 2021) shows that Green Human Resources Management significantly positively affects Green Organizational Citizenship Behavior. **Hypothesis-5:** Green Human Resources Management directly and positively influences Green Organizational Citizenship Behavior.

The Influence of Green Organizational Culture on Green Organizational Citizenship Behavior through GHRM

Green organizational culture is a system of values, norms, and practices within an organization oriented towards sustainability and environmental protection. Thus, Green Organizational Culture, Green Human Resources Management, and Green Organizational Citizenship Behavior are mutually supportive. An organizational culture that instills environmental values will encourage effective implementation of Green Human Resources Management, ultimately shaping employee voluntary behavior to support the organization's sustainability goals. These three concepts are essential to building an organization oriented towards environmental sustainability.

Referring to empirical findings from previous research conducted by Hooi et al. (2021), it shows that Green Organizational Culture has a positive and significant effect on Green Organizational Citizenship Behavior, and Green Human Resources Management can mediate Green Organizational Culture on Green Organizational Citizenship Behavior. Based on this description, the proposed hypothesis is as follows: **Hypothesis-6:** Green Organizational Culture indirectly affects Green Organizational Citizenship Behavior through Green Human Resources Management.

Green Transformational Leadership and Green Organizational Citizenship Behavior Through GHRM

Green Transformational Leadership is a leadership style that encourages, inspires, and sets an example for employees to demonstrate pro-environmental behavior in order to support workplace sustainability. Leaders with this character can influence employees' environmental awareness and responsibility through a communicative, visionary, and ethical approach (Singh et al., 2020). Green Transformational Leadership creates a work climate that supports the implementation of Green Human Resources Management and ultimately encourages the formation of Green Organizational Citizenship Behavior. All three are interrelated and contribute to the organization's overall environmental performance through leadership roles, human resource management, and voluntary employee participation.

Referring to empirical findings from previous research conducted by Masih et al. (2024) shows that Green Transformational Leadership has a positive and significant effect on Green Organizational Citizenship Behavior, and Green Human Resources Management can mediate Green Transformational Leadership on Green Organizational Citizenship Behavior. **Hypothesis-7:** Green Transformational Leadership indirectly affects Green Organizational Citizenship Behavior through Green Human Resources Management.

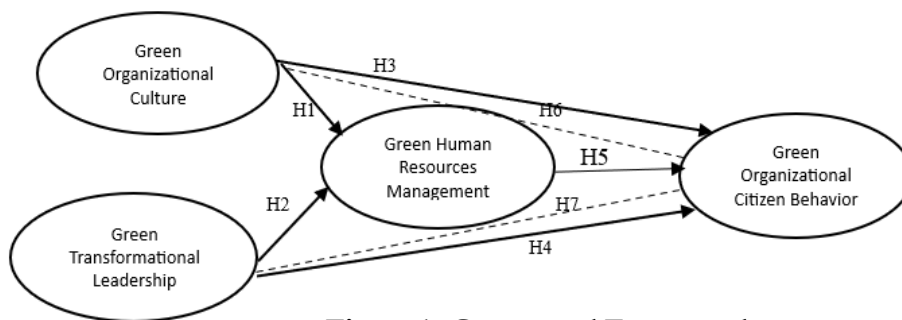


Figure 1: Conceptual Framework

METHODS

In this study, the author adopted a "positivist epistemological philosophical" stance, utilizing statistical tools to conduct scientific methods in assessing hypothesized relationships (Firestone, 1987). This positivist philosophical stance allows researchers to take a "non-experimental" approach to measuring the relationships between research variables, because researchers cannot manipulate factors that might influence respondents (Johnson, 2001). Researchers distributed questionnaires to respondents to increase the suitability of responses and minimize bias in estimating parameters in the study. The questionnaires were administered using the "Purposive Sampling" technique, and respondents' responses were guaranteed confidentiality. The sample was determined using the Taro Yamane formula, totaling 150 respondents. This company has four divisions, sampling in each division: 9 respondents as Managers, 22 as Supervisors, 21 as Sub-leaders, and 98 as members. All respondents involved in the study have stated their consent. The research indicators were measured using a Likert scale and a 5-point rating scale, where the rating points are 1-5. Point 1 = strongly disagree, 2 = disagree, 3 = quite agree, 4 = agree, and 5 = strongly agree. The Green Organizational Culture variable, Green Transformational Leadership, Green Human Resources Management, and Green Organizational Citizenship Behavior each have 4 (four) indicators.

This study used partial least squares structural equation modeling (PLS-SEM) software for statistical data analysis and Microsoft Excel to compile the research data. The PLS-SEM method has been identified as highly suitable for small to medium samples (Hair, 2021). Each latent variable is used as a reflective variable in this research study. PLS-SEM has two phases for analyzing the conceptual model: the measurement model and the structural model evaluation. Internal consistency, convergent and discriminant validity, and reliability were observed in the first phase of the measurement model evaluation. Conversely, the structural model evaluation coefficients, namely the coefficient of determination R^2 , F^2 , and Q^2 , path coefficients, p-values, and t-values, were analyzed in the second phase to determine whether one of the hypotheses was accepted or rejected.

To minimize potential common method bias (CMB), several procedural and statistical remedies were applied. Since data were collected using a self-reported questionnaire from a single source, this study conducted Harman's Single Factor Test as an initial diagnostic. The results indicate that no single factor emerged to account for the majority of variance, with the first factor explaining less than 50% of the total variance. This suggests that common method bias is unlikely to pose a serious threat to the validity of the findings. In addition, full collinearity variance inflation factor (VIF) analysis was performed as recommended in PLS-SEM literature. The VIF values for all latent constructs were below the threshold of 3.3, indicating the absence of pathological collinearity and further confirming that common method bias is not a significant concern in this study.

RESULTS

Before analyzing the structural model, the feasibility of the model was first examined through reliability and validity analysis. Table 2 shows Cronbach's alpha (CA) and Composite Reliability (CR) used to assess construct reliability.

Table 2: Reliability and Validity Test

Variables	Indicators	Loading Factor	Average Variance Extracted (AVE)	CR
Green Organizational Culture (GOC)	GOC1	0.811	0.548	0.940
	GOC2	0.841		
	GOC3	0.827		
	GOC4	0.809		
Green Transformational Leadership	GTL1	0.806	0.593	0.870
	GTL2	0.820		
	GTL3	0.729		
	GTL4	0.820		
Green Human Resources Management	GHRM1	0.780	0.545	0.878
	GHRM2	0.789		
	GHRM3	0.773		
	GHRM4	0.769		
Green Organizational Citizenship Behavior	GOCB1	0.832	0.567	0.929
	GOCB2	0.809		
	GOCB3	0.829		
	GOCB4	0.784		

Source: Smartpls 4 Output (2025)

All Cronbach's alpha (CA) and Composite Reliability (CR) values were acceptable and above the threshold value of 0.70 suggested by previous researchers. Furthermore, convergent validity was measured by the average variance extracted (AVE). The average variance extracted values ranged from 0.545 to 0.593. According to Hair et al. (2021), the AVE value should be greater than 0.50. Thus, this study achieved satisfactory results in terms of average variance extracted. This foundation strengthens the credibility of the subsequent structural model, ensuring that any causal inferences rest on reliable measurement, as in Figure 2.

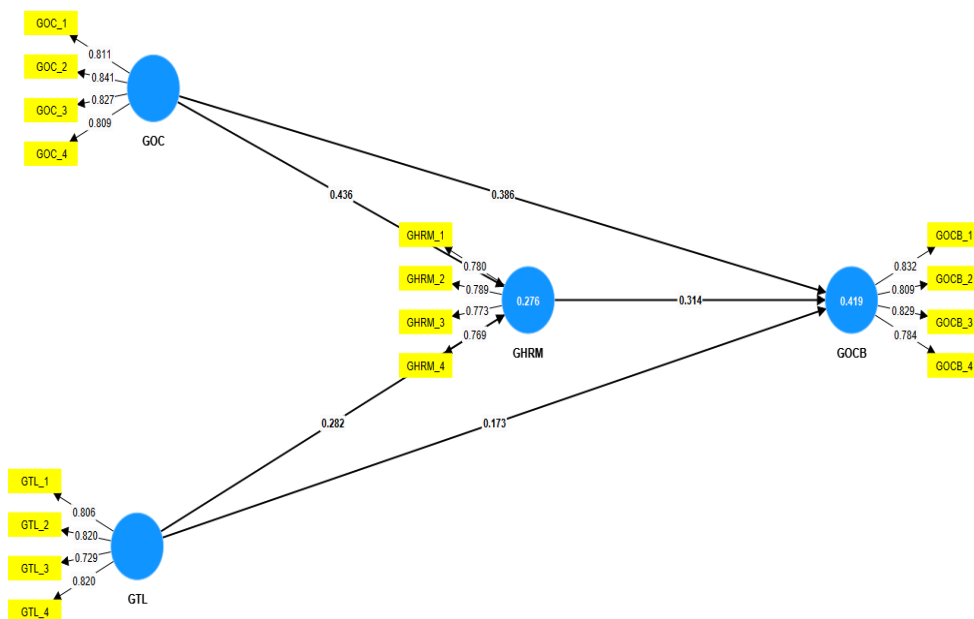


Figure 2. Structural Model

The following is a summary of the results of the structural model test presented in Figure 3.

The perfection of the structural model is evaluated through the coefficient of determination (R^2), the f^2 value, and the Q^2 value. The R^2 values are shown in Table 3. The endogenous constructs (R^2) values evaluate the model fit and determine how well the data points fit the line or curve. The R^2 value of the endogenous constructs is used to test the model fit. Green Human Value Resources Management ($R^2 = 0.276$) indicates a moderate effect, and the value of Green Organizational Citizenship Behavior ($R^2 = 0.383$) indicates a moderate effect size. Next, the f^2 value determines the model's explanatory

power. The *F-Square* (f^2) test results show varying levels of influence. The Green Organizational Culture variable on Green Human Resources Management has an f^2 value of 0.322, which is included in the large category. The f^2 value of Green Organizational Culture on Green Organizational Citizenship Behavior is 0.139, which can be categorized as small approaching medium, so its influence is relatively limited. The Green Transformational Leadership variable on Green Human Resources Management obtained an f^2 value of 0.175, which is included in the medium category, thus making a fairly substantial contribution to the formation of Green Human Resources Management. Meanwhile, the f^2 value, The effect of Green Transformational Leadership on Green Organizational Citizenship Behavior, is only 0.037, which is included in the small category.

Table 3. Structural Model Test Results (Inner Model)

Construct/Model Fit	R ²	Q ²	f ²	SRMR	Interpretation
GHRM	0.476	0.305			R ² Moderate Q ² Medium
GOCB	0.383	0.288			R ² Moderate Q ² Medium
GOC → GHRM			0.322		Big
GTL → GHRM			0.175		Currently
GOC → GOCB			0.139		Small
GTL → GOCB			0.037		Small
GHRM → GOCB			0.128		Small
SRMR (Model Fit)				0.061	Goodness of fit

Source: Smartpls 4 Output (2025)

Based on the predictive relevance test (Q²) results, the obtained value Q² was as significant as 0.305 for the *Green Human Resources Management construct* and amounted to 0.288 for the *Green Organizational Citizenship Behavior construct*. A Q² value greater than 0 indicates the model has predictive ability for the construct under study. The Q² value for the Green Human Resources Management construct is 0.305. Categorized at a moderate level, and Green Organizational Citizenship Behavior at 0.288, which can be categorized as moderate. This indicates that the research model can predict the variables Green Human Resources Management and Green Organizational Citizenship Behavior, with sufficient predictive ability. The *Standardized Root Mean Square Residual* (SRMR) value obtained was 0.061. This value is smaller than the maximum limit of 0.08 as suggested by Hair et al. (2021), so it can be concluded that the model in this study has a good level of *goodness of fit*. Thus, the model used is appropriate and feasible to explain the relationship between the studied variables. Table 4 below shows the results of direct and indirect hypothesis testing.

Table 4. Direct and Indirect Hypothesis Testing

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
GOC -> GHRM	0.436	0.468	0.061	7,592	0.000
GTL -> GHRM	0.282	0.346	0.065	5,229	0.000
GOC -> GOCB	0.386	0.337	0.080	4,173	0.000
GTL -> GOCB	0.173	0.167	0.066	2,446	0.014
GHRM -> GOCB	0.314	0.337	0.073	4,666	0.000
GOC -> GHRM -> GOCB	0.157	0.158	0.040	3,900	0.000
GTL -> GHRM -> GOCB	0.116	0.118	0.036	3,185	0.001

Source: Smartpls 4 Output (2025)

DISCUSSION

The results of hypothesis 1 were obtained ($\beta = 0.436$, $t = 7.592$, $p = 0.000$), so H1 was accepted, meaning that GOC had a positive and significant effect on GHRM. The research findings are in line with previous research (Swidi, 2021). A green-oriented

organizational culture, which integrates sustainability values, serves as a strong foundation for the development and implementation of GHRM practices.

Hypothesis 2 indicates that GTL positively affects GHRM, as the results are positive and significant ($\beta = 0.282$, $t = 5.229$, $P \text{ values} = 0.000$). GTL significantly affects GHRM because this type of leadership can instill sustainability values into the organizational culture and effectively motivate environmentally friendly HR practices (Umair, 2024). Research results (Alfian Nugroho & Tiarapuspa, 2023; Liao, 2024) state that implementing green transformational leadership positively affects employees' green organizational citizenship behavior.

Hypothesis 3 shows that GOC positively impacts GOCB ($\beta = 0.386$, $t = 4.173$, $P \text{ values} = 0.000$). Green Organizational Culture has a significant effect on Green Organizational Citizenship Behavior. When a company has a culture that strongly internalizes sustainability values and practices, employees are likelier to exhibit voluntary behavior that goes beyond job duties to support company goals. This research is supported by (Novita Nurfitriyana & Muafi, 2023) ; (Laurie & Hutabarat, 2022); (Chen, et al, 2023), who stated that Green Organizational Culture has a significant effect on Green Organizational Citizenship Behavior.

Hypothesis-4 shows that GTL has a positive and significant influence on G-OCB because the results are significant and positive ($\beta = 0.173$, $t = 2.446$, $P \text{ values} = 0.014$). Green transformational leadership has a significant positive effect on Green Citizenship Organizational Behavior, supported by research (Chen et al., 2023) ; (Alfian Nugroho & Tiarapuspa, 2023), because this type of leadership can inspire and motivate employees to take actions that support the organization's environmental goals voluntarily and go beyond their formal obligations. Recent research shows that green transformational leaders establish a strong sustainability vision and become real role models in implementing environmentally friendly practices, directly influencing employee attitudes and behavior. (Ardiani, 2024)

Hypothesis-5 shows that GHRM has a positive and significant influence on GOCB because the results are significant and positive ($\beta = 0.314$, $t = 4.666$, $P \text{ values} = 0.000$). Green-oriented GHRM practices directly increase employee awareness and motivation to behave pro-environmentally within the organization. This demonstrates the strategic role of GHRM in encouraging voluntary and environmentally responsible behavior in the workplace through implementing environmentally friendly policies. (Miah et al., 2024) ; (Hooi, et al., 2024); (Meng, et al., 2023); (Z Liu, et al., 2021); (Soukotta et al., 2024); (Elsher, et al., 2021)

The findings of Hypothesis-6 show that GHRM significantly mediates the relationship between GOC and GHRM ($\beta = 0.157$, $t = 3.900$, $P \text{ values} = 0.000$). Thus, H6 is accepted. The research is supported by Tantri (2025), Umair et al. (2024), and Masih et al. (2024). A strong and sustainability-oriented organizational culture creates an environment where employees are encouraged to adopt pro-environmental behaviors voluntarily.

Finally, the results of Hypothesis-7 indicate that GHRM positively and significantly mediates the relationship between GTL and GOCB ($\beta = 0.116$, $t = 4.685$, $P \text{ values} = 0.001$). Therefore, H7 is accepted. Green leadership forms direction and inspiration, while GHRM translates it into concrete practices that facilitate and strengthen green citizenship behavior in the organization. The study shows that GHRM partially mediates the effect of GTL on Green Citizenship Organizational Behavior, confirming the strategic role of GHRM as a link that bridges the vision of green leadership with the actual implementation of environmental behavior.

Although the direct effect of Green Transformational Leadership (GTL) on Green Organizational Citizenship Behavior (GOCB) is statistically significant, its relatively small effect size suggests that leadership influence alone may not be sufficient to directly shape employees' voluntary pro-environmental behaviors. In practice, green transformational leaders primarily function as vision setters and value communicators, whose influence on employee behavior becomes more salient when supported by organizational systems and formalized practices. In this regard, Green Human Resources

Management (GHRM) acts as an enabling mechanism that institutionalizes leadership values into concrete policies, training programs, performance evaluations, and reward systems. Therefore, GHRM should not be interpreted as a dominant single factor, but rather as a structural enabler that amplifies and channels the influence of leadership and organizational culture into sustainable employee behavior. This finding highlights the complementary and synergistic roles of leadership, culture, and HRM in fostering green organizational citizenship behavior, rather than a reliance on leadership influence alone.

CONCLUSION

Research shows that Green Organizational Culture and Transformational Leadership positively and significantly increase Green Organizational Citizenship Behavior. Furthermore, Green Human Resources Management acts as an effective mediator, strengthening the influence of Green Organizational Culture and Green Transformational Leadership on Green Organizational Citizenship Behavior. This confirms that implementing a green organizational culture and transformational leadership focused on sustainability, supported by environmentally friendly human resource management practices, can significantly encourage pro-environmental organizational citizenship behavior. Thus, integrating these three factors is crucial for organizations seeking to increase employee commitment and participation in supporting sustainability goals.

Based on the research findings, it is recommended that companies actively build and strengthen an organizational culture that places sustainability and environmental stewardship as core values. Furthermore, companies must develop green transformational leadership that can inspire and motivate employees to engage in environmentally friendly behavior voluntarily. Human resource management practices should also be adapted to Green Human Resources Management, which supports implementing green values and leadership through employee recruitment, training, and development policies that focus on environmental aspects. Companies are also encouraged to implement measurement and reward systems to motivate employees to perform pro-environmental behavior.

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