

Green Transformational Leadership in Improving In-Role and Extra-Role Performance: Green Human Resource Management as Mediation

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Abstract

Sustainability and environmental responsibility are becoming increasingly important in public-sector organizations, especially for government offices in the districts. Although large corporations have been the focus of much research on sustainability practices on environmental responsibility, governance offices play an important role in the environmental impact of their activities. This research aims to explain the role of green human resource management in mediating the relationship between green transformative leadership behavior in improving performance within and outside the role that environmentally friendly staff. Using 97 civil government officials as samples, the study tested the hypothesis with the bootstrapping method on smartPLS version 4, as well as the size effect mediation with upson (v) statistics. The findings indicate that GHRM is able to mediate the relationship between GTL and IRGP and also between GTL and ERGP. These results prove that G HRM is capable of being a partial mediator in this study. The limitations and recommendations for further research are described in this article.

Keywords: Green Transformational Leadership, Green Human Resource Management, In-Role Green Performanca, Extra-Role Green Performance.

1. Introduction

In an era of increased awareness of environmental management and sustainable resource development, human resource management that green human resources (GHRM) refers to MSDM practices aimed at the environment and ecological impact of the company and associated with corporate environmental strategies and employee environment-friendly behaviour (Renwick, 2018). We argue that GHRM is an integral part of sustainable HRM literature and focuses on enterprise environment management practices where green HRM acts as a platform to link HRM practices with enterprise management environmental activities (Dumont et al., 2017). Therefore, GHRM reflects the strategic orientation of the organization's strategic organization orientation towards environmental protection and requests management at the top of management to pay attention to the processes and practices of organizations that encourage people to take part in green work behaviour to reduce environmental pollution at the workplace (Shin et al., 2017). In other words, G HRM covers the integration of organizational ecological management goals into the SDM process, namely, recruitment & selection, training & development, performance management & evaluation, awards & recognition (Muller-Carmem et al., 2010). Sustainability and environmental responsibility are becoming

increasingly important in public-sector organizations, especially for government offices in the districts. Although large companies have been the focus of much research on sustainability practices on environmental responsibility, governance offices play an important role in environmental impact in their activities. With increasing pressure on global warming and environmental change requiring service-oriented government offices and making policies in governance required to implement environmentally-friendly practices, government agencies are faced with the challenge of integrating environmentally friendly initiatives into their operations. That's why leadership, especially environmentally-friendly transformational leaders, play an important role in driving organizational change towards sustainability. By emphasizing the importance of environmentally-friendly MSDM practices in attracting, developing, and aniding environmentally friendly talents, government agencies can nurture a culture of innovation and environmental responsibility.

Previous research has shown that GHRM, characterized by a pro-environmental attitude in the human resources department, significantly affects the adoption of attitudes and practices in the workplace that prioritize environmental sustainability (Dumont et al., 2017), thus facilitating the integration of a green culture within organizations. Referring to the creation of a green culture (Margaretha and Saragih, 2012) stated that it is important for companies to eliminate potential threats to the natural environment and ecosystems and strengthen their understanding of environmental issues. At the organizational level, a green culture can be promoted by supporting HRM activities. Furthermore, (Mishra, 2017) showed that GHRM significantly influenced the adoption of environmentally friendly attitudes and practices, fostering a working environment that encouraged the integration of green culture into the organization. Another study found that organizational commitment and employee behavior that is environmentally oriented is enhanced by GHRM (Zhao & Zhou, 2021). Top management has the ability to influence the green behavior of its employees, as described by (Cahyadi et al., 2023; Yen & Yen, 2012; H. Zhang et al., 2020). Similarly, employees can demonstrate responsible behaviour towards the environment at their workplace (Francoeur et al., 2021; Paillé & Raineri, 2015). Concerns about the current environment have increased in recent years, thus impacting on environmental disasters. Because of the relocation of production facilities by multinational corporations owned by entrepreneurs in developed countries to developing countries, developing nations are more vulnerable to this challenge (Habib et al., 2020). The environment has been affected by rapid globalization, which has resulted in global warming, air pollution, water contamination, and chemical and toxic explosions (Geng et al., 2017). Therefore, it becomes important to raise awareness about environmentally friendly behaviour (Y. S. Chen & Chang, 2013). Interestingly, not a single study deals with the operationalization of green behavior, even how the role of leaders to bring change into green behaviour at work.

2. Literature Review

Leadership and human resource management play an important role in the development of the company's internal competence and capabilities, but from a different perspective (S. H. Chen et al., 2013; Purnomo et al., 2022; Sambung, 2020). Leadership that emphasizes on understanding, predicting and controlling personal and interpersonal dynamics of how

employees influence each other to common goals (Northouse, 2021) and MSDM practices that focus on systems and processes to influence employees in a systematic way on a larger scale can be predictors in improving green performance in an organization. Organizational leaders must be able to practice Green Transformation Leadership (GTL) (Y. Zhang & Chen, 2013) and Green Human Resource Management (GHRM) (Aboramadan, 2022; Ali et al., 2022; Dumont et al., 2017). The role of the leader is vital in the organization, because it will be able to change and control the behavior of employees within the organization and can create a working climate that affects the commitment and satisfaction of employees. (Hartati et al., 2023; Sambung, 2022). According to (Singh et al., 2020) increasing the GTL shown by organizational leaders can improve GHRM practices, such as increasing green ability, green motivation, and green opportunity Transformational leadership is a style of leadership that is widely studied in governmental organizations as well as in business organizations (Alrowwad et al., 2020; Augi et al., 2020; Hartati et al., 2023; Priyadarshini et al., 2023). In an effort to support green environments, green behavior, and green resource management practices, green leadership styles have begun to develop, especially green transformational leadership (Singh et al., 2020; Siyal et al., 2022; W. Zhang et al., 2020). However, there has not been a direct test of the relationship between GTL towards green in role and green extra role behaviour of officials, especially in government organizations. It encourages researchers to study the relationship. Green extra role behavior refers to environmentally friendly actions of volunteering that go beyond the official work responsibilities of employees and are not evaluated in their performance assessment (Paillé, 2013). It extends HRM research (Aboramadan et al., 2020b) and Green HRM studies (Fawehinmi, 2020) into public sector organizations, government. The study contributes to green in role performance and green extra role behavior in the GHRM literature, making it unique. These research contributions also help us understand how GTL affects work behavior in particular performance within roles and performance outside roles that are environmentally friendly.

This study contributes to advancing the theoretical lens of the ability-motivation-opportunity (AMO) in the context of public sector organizations on how green and green HRM transformation leadership drives improved green behavioral performance. We believe that AMO provides a paradigm of guidance to better utilize the theory, predict and control human resources within organizations. Secondly, this study shows that green transformation leadership, directly and indirectly through green HRM, affects performance achievement processes both within and outside the role of a staff member. Our study offers an empirical explanation of why and how GHRM is needed to mediate the influence of GTL with performance inside and outside of the role.

Green Transformation Leadership (GTL), and Green Human Resource Management (GHRM) Green HRM plays an important role in promoting environmental sustainability in organizations by integrating environmentally friendly practices into the SDM process, involving employees in environmental initiatives, attracting environmentally conscious talent, influencing employee behaviour, and mediating the relationship between ethical leadership and environmentally-friendly behavior (Islam et al., 2020). Previous research has shown that GHRM, characterized

by a pro-environmental attitude in the human resources department, significantly affects the adoption of attitudes and practices in the workplace that prioritize environmental sustainability (Dumont et al., 2017), thus facilitating the integration of a green culture within organizations. Referring to the creation of a green culture Margaretha and Saragih, 2012 stated that it is important for companies to eliminate potential threats to the natural environment and ecosystems and strengthen their understanding of environmental issues. At the organizational level, a green culture can be promoted by supporting HRM activities. Furthermore, Mishra et al., 2014 showed that GHRM significantly influenced the adoption of environmentally friendly attitudes and practices, fostering a working environment that encouraged the integration of green culture into the organization. Another study found that organizational commitment and employee behavior that is environmentally oriented is enhanced by GHRM (Jiang et al., 2017; Zhao & Zhou, 2021). Research findings show that GTL has a positive and significant influence on GHRM (Pham et al., 2020; Slack et al., 2020; Hoang, et al., 2024; Luo, et al., 2024; Niazi, et al., 2023). It can be explained that there is a direct relationship between the green transformational sublimation style in improving the practice of GHRM. So can be compiled the interim answer in this study:

H1 : Green transformative leadership improves green human resource management

2.1 Green Transformation Leadership (GTL), In Role and Extra Role Green Performance

The relationship between transformative leadership and organizational performance is well established, but the specific factors that mediate this relationship are still unknown and very interesting to academics (Para-González et al., 2018; Singh et al. 2020). In this study, we define the concept of Green Transformational Leadership (GTL) as a leadership style that focuses on providing clear vision, inspiration, motivation, and support to employees to help them their organizational environmental goals. This definition is supported by the works (Chen & Chang, 2013; Mittal & Dhar, 2016). Leaders who demonstrate green transformational leadership behavior can act as a booster for employees by sharing environmental values, discussing the importance of sustainability and showing commitment to environmental issues. Green transformational leadership is an important element in improving the green performance of a company. (Zafar et al., 2019). GTL motivates employees to acquire new knowledge (Le and Lei, 2018) and makes them engage and engage in innovation-related activities and to improve their environmental performance (Dranev et al., 2018). GTL enhances Organizational Citizenship Behaviour (OCB) that supports a sustainable organization culture (Ardianto, 2022). GTL also enhances sustainable organizational performance through green Innovation and organizational support (Ren et al, 2022). GTL is known to inspire and motivate employees to participate actively in achieving organizational environmental goals by providing them with a clear vision, enthusiasm, and support to environmental prosperity. This leadership style encourages employees to engage in environmentally friendly initiatives and fosters a sense of commitment to sustainable practices. However, no research has been found to test GTL directly on IRGP and ERGP. It can be explained that there is a direct link between green transformational self-sufficiency style in improving IRGP, and employee ERGP in the workplace. So that the interim answers can be compiled in this study are:

Hypothesis 2a: Green transformative leadership improves in role green performance (IRGP).
Hypothesis 2b: Green transformative leadership increases extra role green performance (ERGP).

2.2 Green Human Resource Management (GHRM)

Existing literature suggests that human resource management (MSDM) has evolved from an ancient form of employment such as low levels of employee involvement, to a more participatory and supportive process in which employees have the opportunity to develop skills, knowledge and attitudes. (Singh et al., 2020). In an era of increased awareness of environmental management and sustainable resource development (Phillips, 2018), green human resource management (GHRM) refers to MSDM practices aimed at the environment and ecological impact of the company and associated with corporate environmental strategies and employee environmentally friendly behaviour (Renwick et al, 2013). We argue that GHRM is an integral part of a sustainable HRM literature that focuses on corporate environmental management practices where green HRM acts as a platform to link HRM practices with corporate management activities. (Dumont et al., 2017). Therefore, GHRM reflects the strategic orientation of the organization's strategic organization orientation towards environmental protection and calls on top management to pay attention to organizational processes and practices that encourage people to take part in green work behaviour to reduce environmental pollution in the workplace (Oh et al., 2016). In other words, GHRM covers the integration of organizational ecological management goals into the SDM process, namely, recruitment & selection, training & development, performance management & evaluation, awards & recognition. (Muller-Carmem et al., 2010). Previous research has shown that GHRM, characterized by a pro-environmental attitude in the human resources department, significantly affects the adoption of attitudes and practices in the workplace that prioritize environmental sustainability (Dumont et al., 2017), thus facilitating the integration of a green culture within organizations. Referring to the creation of a green culture Margaretha and Saragih, 2012 stated that it is important for companies to eliminate potential threats to the natural environment and ecosystems and strengthen their understanding of environmental issues. At the organizational level, a green culture can be promoted by supporting HRM activities. Furthermore, Mishra et al., 2014 showed that GHRM significantly influenced the adoption of environmentally friendly attitudes and practices, fostering a working environment that encouraged the integration of green culture into the organization. Another study found that organizational commitment and employee behavior that is environmentally oriented is enhanced by GHRM (Zhao et al., 2021). It can be explained that GHRM practices have been linked to improved environmentally-friendly performance within and outside the role of a staff member. So that the interim answers can be compiled in this study are:

Hypothesis 3a: Green human resource management improves green in-role performance.

Hypothesis 3b: Green human resource management improves green extra-role performance.

2.3 Green in-role and green extra-role performance

Several authors (MacKenzie et al., 1993; Podsakoff et al., 2014) consider performance in and out of roles as a different measure of work performance. First proposed by Katz and Kahn (1978), In Role Performance (IRP) refers to core task behaviour that contributes to the productivity of individuals and organizations, directly or indirectly. "Role behavior is defined as the activity expected of a colleague, as explicitly stated in the job description." (Organ, 1988, 1990 dikutip dari Yap et al., 2009, Sambung et al., 2012). In a meta-analysis by Brown and Pearson (1993), ambiguity of roles as anteseden was concluded to have an inverse relationship with performance (in-role), and satisfaction and performance lead to organizational commitment. In their study that covered a sample of 672 entrepreneurs, MacKenzie et al. (1998) have that IRP represents an anteseden of organizational commitment and job satisfaction. Introduced by Katz (1964), IRP goes beyond the clear role requirement and is proposed to be equal to the behavior of the member of the organization (OCB) by Smith et al. (1983) and Organ (1988). "Extra-role behavior is discretionary behaviour that goes beyond formal role requirements, and thus, is not publicly defined in job descriptions" (Organ, 1988). MacKenzie dkk. (1998) has confirmed work involvement and job satisfaction as important determinants of ERP, which in turn has a direct negative relationship with turnover. In line with that, Organ (1988) has shown that Extra Role Performance (ERP) results from job satisfaction. Pro-social behavior (ERP) has a negative impact on voluntary rotation (George dan Bettenhausen, 1990). In a study Yap et al. (2009) observed that reward programs stimulate IRP, but not on ERP. Research findings show that GHRM has a significant influence on Green in role performance (Islam, et al., 2021; Saputro, & Nawangsari, 2021). However, this study examines the role of GHRM as an internal mediator. So that the interim answers can be compiled in this study are:

Hypothesis 4a: Green human resource management mediates the relationship between green transformational leadership and green in-role performance.

Hypothesis 4b: Green human resource management mediates the relationship between green transformational leadership and green extra-role performance.

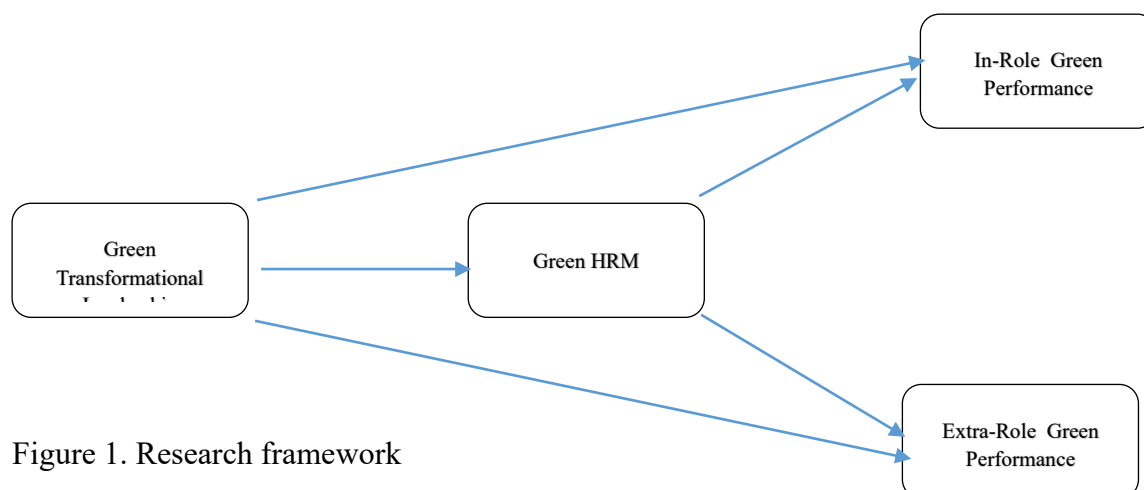


Figure 1. Research framework

3. Research Method

Participants and procedures. Data collected from civil government officials who work in the government offices of Pulang Pisau district. A total of 102 online questionnaires were distributed to civil servant, 98 returned, and a total of 97 can be used for statistical analysis using Smart PLS 4.0. Respondents were characterized by 54 (55,7%) males and 43 (44,3%) females, with an education level of 41 (42,3%) undergraduate/diploma 4, 23 (23,7%) S2, 12 (12,4%) high school degrees and 21 (21,6%) diplomas. Job experience of 28 respondents (28,9%) 5-10 years, 22 (22,7%) 10-15 years, 14 (14,4%) 16-20 years, 14 (14,4%) over 21 years and 19 (19,6%) with less than 5 years of work experience.

Statistical Strategy. The author uses PLS-SEM to evaluate the study hypothesis (Hair et al., 2018). PLS-SEM is commonly used in a wide range of scientific fields, including human resources management, marketing, strategic management, and hospitality. (Ringle et al., 2018; Hair et al., 2012; Ali et al., 2018). SEM PLS is a multivariate statistical analysis to estimate the influence between variables performed simultaneously with reference to the study of exploration/prediction/ development of structural models. This is because the algorithm built in the SEM PLS is to maximize the value of the R square of endogenous variables. On the basis of such an algorithm then the SEM pls is called SEM with the flow of study of exploration/prediction/ development of structural models or SEM based on variance.

4. Finding and Discussion

Model evaluation in PLS is carried out using a two step approach, namely two steps where evaluating the measurement model to obtain adequate requirements and continuing with structural model evaluation to evaluating model quality.

Table 1. Result of model constructs

Construct	Indicator	Item reliability	Convergent validity		
		Loadings	CR	Alpha	AVE
Green Transformational Leadership	GTL1	0,927	0,975	0,967	0,851
	GTL2	0,930			
	GTL3	0,965			
	GTL4	0,953			
	GTL5	0,926			
Green Human Resource Management	GHRM1	0,885	0,947	0,933	0,751
	GHRM2	0,900			
	GHRM3	0,902			
	GHRM4	0,828			
	GHRM5	0,810			
	GHRM6	0,869			
In Role Green Performance	GiR1	0,947	0,969	0,953	0,913
	GiR2	0,962			

	GiR3	0,958			
	GeR1	0,947			
Extra Role Green Performance	GeR2	0,938	0,975	0,967	0,851
	GeR3	0,881			

Note: CR = Composite Reliability; AVE = average variance extracted

Factor Loading (LF) or outer loading is the correlation between each measurement item and a variable. Rule of thumb, Hair et al (2021), Henseler et al (2009) use $LF \geq 0.70$ as acceptable. The LF research results are all above 0.7. Internal consistency reliability shown by composite reliability (CR) is all with a value greater than 0.7. Apart from Composite Reliability, other measures that describe the level of reliability or internal consistency of reliability are Cronbach's Alpha and Rho A. The research results all have values above 0.7. Average variance extracted (AVE) is the average variation of each measurement item contained by the variable. How far as a whole the variables can explain variations in measurement items, research results show an AVE value ≥ 0.50 .

Tabel 2. Discriminant Validity of Constructs

Variables	GeR	GHRM	GiR	GTL
Discriminant Validity: Fornell–Larcker Criterion				
ERGP	0,923			
GHRM	0,712	0,866		
IGRP	0,861	0,752	0,956	
GTL	0,694	0,744	0,732	0,940
Heterotrait–Monotrait Criterion (HTMT)				
ERGP				
GHRM	0,771			
IGRP	0,922	0,792		
GTL	0,734	0,775	0,760	

Note: EGRP= Extra Role Green Performance, IGRP = In Role Green Performance, GTL= Green Transformational Leadership, GHR= Green Human Resource Management

We also report discriminative validity (DV) based on the Fornell-Larcker criterion and the Heterotrait-Monotrait criterion. The Fornell-Larcker criterion indicates that the square root of the AVE of each construct is higher than the highest correlation of the construct with other constructs in the model. The results show that the correlation between constructs has a greater value than other constructs. Compared with the Heterotrait-Monotrait (HTMT) correlation criterion ratio, it is better than the traditional approach on discriminative validity assessment due to much lower values of both the Fornel-Larcker criterion and cross-loading using 0.85 as the appropriate threshold level (Hair et al., 2017).

Although this method is often used in applied research, it does not allow to reliably detect discriminative validity problems. (Hair et al., 2017) stated that the HTMT measure is better used than the Fornell and Lacker criterion methods in detecting discriminant validity. Therefore, Discriminant Validity (DV) is better assessed using HTMT (Henseler et al., 2015). DV is used to measure how other constructs differ using empirical standards (Hair et al., 2017). To achieve a satisfactory level of DV, the results show that all constructs have HTMT scores < 0.90 , and the 97.5% bootstrap confidence interval shows all values are in good agreement, thus indicating that all research constructs (EGRP, IGRP, GTL, GHR) are conceptually and empirically different from each other.

Table 3. Testing for Potential CMB Based on Full Collinearity

Construct	Inner VIF
Green Transformational Leadership (GTL)	
Green Human Resource Management (GHRM)	1,000
In Role Green Performance (IGRP)	
Extra Role Green Performance (EGRP)	2,240

Note. VIF = variance inflation factor.

If inner VIF > 5 then there is suspicion of multicollinearity. However, in (Hair et al., 2017) a VIF value between 3-5 has the potential for multicollinearity to occur and the ideal is if VIF < 3 . Multicollinearity examination in this study with a VIF value < 3 means there is no multicollinearity.

Assessment of Structural Modeling Path Coefficients

Table 4. Path Coefficients for Direct Effects.

Hypotheses	Original sample	T statistics	P values	Report
Green_Transformasional _Leadership_ -> Green HRM	0,744	10,084	0,000**	Supported
Green_Transformasional _Leadership_ -> In Role Green Performance	0,386	4,366	0,000**	Supported
Green_Transformasional _Leadership_ -> Extra Role Green Performance	0,367	4,009	0,000**	Supported
Green HRM -> In Role Green Performance	0,465	5,665	0,000**	Supported
Green HRM -> Extra Role Green Performance	0,439	4,807	0,000**	Supported

Note P values ** $< 0,01$, * $< 0,05$

The results in the table above show that our path coefficient is significant. The results show that all paths are statistically significant. The structural paths of the remaining constructs were significant based on two-tailed tests at $p < 0,05$. In Hypothesis 1, we predicted that GTL has a positive effect on GHRM. As shown in the table above, this is statistically significant at ($t =$

10,084; $p < 0,000$). This shows that GTL directly influences GHRM and the hypothesis is accepted. Hypothesis 2a also predicts that there is a positive and statistically significant relationship between GTL and IRGP. This was also shown to be determined at ($t = 4,366$, $p < 0,000$) which supports the effect proposed in Hypothesis 2a; therefore, GTL is able to increase the IRGP of the accepted hypothesis. Hypothesis 2b also predicted that GTL statistically and significantly has a positive effect on ERGP. This was also shown to be determined at ($t = 4,009$, $p < 0,000$) which supports the effect proposed in Hypothesis 2b; therefore, GTL is able to increase ERGP, the hypothesis is accepted. Hypothesis 3a also predicted that GHRM statistically and significantly had a positive effect on IRGP. This was also shown to be determined at ($t = 5,665$; $p < 0,000$) which supports the effect proposed in Hypothesis 3a; therefore, GHRM is able to improve IRGP, the hypothesis is accepted. Hypothesis 3b also predicted that GHRM statistically and significantly had a positive effect on ERGP. This was also proven to be determined at ($t = 4,807$, $p < 0.000$) which supports the effect proposed in Hypothesis 3b, therefore, GHRM is able to increase ERGP, the hypothesis is accepted.

Table 5. Path Coefficients for Indirect Effects.

Hypotheses	Original sample	T statistics	P values	Report
GTL->GHRM>IRGP	0,346	4,810	0,000*	Supported
GTL->GHRM->ERGP	0,327	4,241	0,000*	Supported

Note: $P \text{ values}^* < 0,01$

Table 5 above shows that the t value and p value respectively ($t = 4,810$; $p < 0.000$); Therefore, the estimate that GHRM mediate the relationship between GTL and IRGP is proven to be positive and significant, this means that the hypothesis is accepted. The next result is $t = 4,241$; $p < 0.000$, therefore GHRM mediate the relationship between GTL and ERGP proven to be positive and significant. These results indicate that in this study it is called complementary partial mediation.

To see whether the influence of exogenous latent variables on endogenous latent variables has a mediating effect, namely with the value recommended by Cohen in (Ogbeibu et al., 2021) namely values of 0.175 (high mediation), 0.075 (medium mediation), and 0.01 (low mediation).

Table 6. Statistik upsilon (v)

No	Mediation	upsilon (v)	mediation effect
1.	GTL->GHRM>IRGP	0,120	high mediation influence
2.	GTL->GHRM->ERGP	0,107	high mediation influence

Based on the mediation value above GTL->GHRM>IRGP with a value of 0.120 (mediation influence leads to high), and GTL->GHRM->ERGP with a value of 0.107 (mediation influence leads to high), Ogbeibu, et al, (2021) is 0.01 (low mediation influence), 0.075 (medium mediation influence) and 0.175 (high mediation influence).

Evaluation of model quality can be seen from several measures, namely: R square, according to Hair et al (2019), R square values of 0.75, 0.50 and 0.25 mean substantive (high), moderate and weak influence. Another opinion is according to Chin (1998) in Henseler et al (2009) where the R square value is 0.67 (high), 0.33 (moderate), 0.19 (weak); The research results show that R square for GHRM is 0.551 (55.1%) meaning that the influence of GTL on GHRM is moderate, the influence of GTL on IRGP is 0.628 (62.8%) and the influence of GTL on ERGP is 0.562 (56.2%) influence moderate. Q square is how much the model's predictive accuracy (PLS path model's predictive accuracy) is described in Q Square redundancy or Q square, which is a measure that describes how well the model has predictive relevance. If Q square is greater than 0, it shows that the exogenous variable has predictive relevance to the constructed endogenous variable. This value is obtained through a procedure called the blindfolding procedure. The results show that Q2 for GHRM is 0.410, IRGP is 0.566, and ERGP is 0.470. This means that GHRM, and ERGP have moderate values, sedangkan IRGP have high value. In Hair et al (2019), if Q square has a value of 0 (low), 0.25 (moderate), 0.50 (high) then the meaning of Q Square is predictive accuracy. F Square effect size measure, which describes how big the influence of the variables in the structural model is. The results showed that the influence of GHRM on IRGP was 0.262 (moderate), GHRM on ERGP was 0.199 (low), GTL on GHRM were 1.240 (large), GTL on ERGP was 0.139 (low) and GTL on IRGP was 0.181 (low). The interpretation of the F Square effect size value in Hair et al (2021) and Henseler (2009) is 0.02 (low) 0.15 (medium) 0.35 (large). The effect size value of F Square only explains the magnitude of the direct effect. Based on the Standardized Root Mean Square Residual (SRMR), which is a tool for measuring model fit, the average value of all standardized residuals is $0.074 < 0.10$, meaning it has a good model fit value. The condition used is that an SRMR value below 0.08 indicates a fit model, while an SRMR value between 0.08 to 0.10 is still acceptable (Yamin, 2021).

5. Conclusion

Environmentally friendly human resources management practices (GHRMs) play an important role in promoting sustainability in government organizations, especially in districts such as Kisau Return District. Some of the key GHRM practices that can be applied in district government service environments include: Environmentally Friendly Training Program: Providing formal training and education to employees on environmental practices and behaviour can increase their awareness and commitment to sustainability efforts. These programs can focus on areas such as waste management, energy conservation, and environmentally friendly practices. Performance Management and Compensation: The implementation of environmentally friendly performance management systems and appreciation for environmentally-friendly behaviour can motivate employees to engage actively in sustainability initiatives. Recognizing and appreciating environmentally friendly practices can strengthen a culture of environmental responsibility. Employee involvement: Engaging employees in decision-making processes related to sustainability initiatives can foster a sense of ownership and commitment to environmental goals. Encouraging employee participation in environmentally friendly teams or committees can also drive sustainability efforts. Health and

Welfare Program: Integrating health and welfare programmes with environmental sustainability initiatives can create a holistic approach to employee welfare and environmental management. For example, promoting healthy lifestyles and environmentally friendly practices at the same time. By implementing these key GHRM practices, district government organizations can improve their sustainability performance, reduce environmental impact, and create a culture of environmental responsibility among employees. Especially able to demonstrate performance outside the role and performance within the role of an officer related to environmentally friendly. Environmentally friendly transformational leadership can improve employee performance in several ways; Inspiring a Joint Vision: Transformational leaders can inspire employees by creating an exciting vision of a sustainable future. By articulating a clear and inspiring vision of environmental management, leaders can motivate employees to coordinate their efforts in achieving environmentally friendly goals. Empowering Employees: Transformational leaders empower employees by involving them in the decision-making process related to sustainability initiatives. By giving employees a sense of ownership and responsibility for environmental performance, leaders can increase their motivation and commitment to environmentally friendly practices. Provide Support and Resources: Transformational Leaders support employees by providing the resources, training, and guidance needed to help them succeed in implementing environmentally friendly initiatives. By offering support and removing barriers, leaders can enable employees to do their best in driving sustainability efforts. Promoting Innovation: Transformational leaders foster a culture of innovation and creativity that drives employees to generate new ideas for sustainable practices. By promoting a cultures of improvement and sustainable experimentation, leaders can stimulate employee creativity and improve performance in developing environmentally friendly solutions. Giving an example: Transformational leaders lead by giving an example in showing their commitment to sustainability. By embodying environmentally responsible behaviour and values, leaders can influence employees to imitate their actions and integrate environmentally friendly practices into their daily work routines. By implementing these strategies, environmentally-friendly transformational leadership can effectively improve employee performance and drive sustainable results within the organization.

The limitations of research on environmentally-friendly transformational leadership and its impact on employee performance and environmental impact may include, the size of the sample of this research may have limited sample size, thus affecting the ability to generalize the findings on the wider population of the state's civilian apparatus in various district regions. The design of the research may be cross-sectional, capturing data at one point in time, which limits the ability to build a causal relationship between environmentally friendly transformational leadership, green human resource management, in-role green performance and extra-rolle green performance. Contextual factors: The study may not fully take into account contextual factors, such as organizational culture, instance dynamics, or external influences, which can affect the effectiveness of environmentally-friendly transformative leadership towards green human resources management, green performance in-roll and green performance extra-roll.

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