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The Impact of Green Human Resource Management on Employees' Eco-Friendly Behavior: The Mediating Roles of Green Transformational Leadership and Green Perceived Organizational Support

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ABSTRACT

This study examines the relationship between Green Human Resource Management (GHRM) and employees' Eco-Friendly Behavior (EFB), with Green Transformational Leadership (GTFL) and Green Perceived Organizational Support (GPOS) serving as mediating variables. We adopted quantitative research design and surveyed employees in four- and five-star hotels using structured questionnaires. We collected 240 responses through purposive sampling; however, only 110 were valid and met the criteria for further analysis. We analyzed the data using Structural Equation Modeling (SEM) in SmartPLS. The findings reveal that GHRM practices have a positive and significant effect on GPOS and GTFL Furthermore, GTFL has a positive and significant effect on EFB, whereas GPOS does not. Additionally, GTFL has a positive and significant effect on GPOS. These results highlight the critical role of leadership in enhancing GHRM's effectiveness in promoting eco-friendly behavior among employees. This study contributes to the growing body of literature on sustainable human resource management and provides practical implications for the hospitality industry in fostering environmentally responsible behavior.

INTRODUCTION

In recent decades, environmental sustainability has become an increasingly critical global concern in both developed and developing countries. Issues such as climate change, carbon emissions, and natural resource depletion have driven organizations across various sectors to adopt more environmentally responsible practices. Initially, environmental concerns were primarily associated with the manufacturing sector due to its direct and visible environmental impacts. However, emerging literature indicates that the service sector also contributes significantly to environmental degradation, both directly and indirectly.

The hospitality industry, as a key component of the service sector, is not exempt from these challenges. Despite its focus on intangible services, hotel operations involve substantial energy and water consumption, as well as the generation of carbon emissions and solid waste. For instance, an average hotel room can produce approximately 33.38 kilograms of CO_2 per day (Setiawati, 2014), underscoring the industry's significant environmental footprint. This impact continues to intensify as occupancy rates rise and tourism activities expand.

In the Indonesian context, particularly in West Sumatra, the hospitality industry has experienced considerable growth. The occupancy rate of star-rated hotels, which reached 49.19% in January 2022, reflects increasing tourism demand and accommodation needs. Such growth inevitably amplifies environmental pressures, prompting hotel organizations to adopt more sustainable operational practices. In response, the Indonesian government, through Law Number 3 of 2014 and Regulation of the Minister of Environment Number 3 of 2014, mandates companies to enhance environmental responsibility by reducing pollution and waste. Consequently, many organizations have begun implementing green business practices that balance environmental sustainability with global competitiveness (Cop, Alola, & Alola, 2020; Li et al., 2020)

Within this context, the successful implementation of sustainability practices is closely linked to the role of human resources. Prior studies emphasize that GHRM and GTFL are critical organizational mechanisms for improving environmental performance and fostering employees' eco-friendly behavior (Y.-S. Chen, & & Chang, 2013; Dumont, Shen, & Deng, 2016; Haddock-Millar, Sanyal, & Müller-Camen, 2016; Singh, Giudice, Chierici, & Graziano, 2020). In addition, employees' perceptions of organizational support toward environmental initiatives, commonly referred to as GPOS, play an important role in shaping pro-environmental behavior.

However, despite the growing body of literature, several research gaps remain. First, previous studies tend to examine GHRM, GTFL, and eco-friendly behavior in isolation, providing a limited understanding of the integrated mechanisms linking these variables. Second, the mediating role of GPOS has received less attention than that of leadership-related variables. Third, empirical evidence from the hospitality sector in developing countries, particularly Indonesia, remains scarce.

Therefore, this study aims to examine the relationship between GHRM and employees' eco-friendly behavior by incorporating the mediating roles of GTFL and GPOS within the hospitality industry in West Sumatra. This study is expected to enrich the literature on sustainable human resource management and provide practical insights for promoting environmentally responsible behavior in service-based industries.

To further contextualize the proposed relationships, GTFL refers to leadership behavior that emphasizes articulating a clear environmental vision, inspiring and motivating employees, and supporting their development to achieve organizational environmental goals (Mittal & Dhar, 2016; Singh et al., 2020). GTFL encourages leaders to act as role models by demonstrating pro-environmental values and behaviors, thereby fostering a culture of sustainability within the organization. Through intellectual stimulation and individualized consideration, leaders empower employees to generate innovative green ideas and actively participate in environmental initiatives, ultimately strengthening organizational environmental performance (Majali, Alkaraki, Asad, Aladwan, & Aledeinat, 2022; Tosun, Parvez, Bilim, & Yu, 2022).

In parallel, GHRM represents a comprehensive approach to integrating environmental objectives into human resource practices. GHRM enhances environmental performance by encouraging employee involvement in green initiatives and promoting sustainable organizational behavior (Ahmad, 2015; Farrukh, Ansari, Raza, Wu, & Wang, 2022). It encompasses several key dimensions, including green recruitment and selection, green training and development, and green performance management and rewards (Renwick, Redman, & Maguire, 2012). These practices aim not only to improve environmental outcomes but also to foster a supportive organizational culture that motivates employees to actively engage in eco-friendly behavior.

Previous studies have emphasized the strategic role of GHRM and GTFL in enhancing organizational environmental performance. For instance, research by (Farrukh et al., 2022) and (Singh et al., 2020) demonstrates a positive and significant relationship between leadership and the implementation of GHRM practices, suggesting that GTFL functions as a strategic resource that shapes and facilitates the adoption of environmentally oriented HR practices. However, despite its importance, implementing GHRM often faces challenges due to the lack of clear mechanisms and practical tools, which limit its effectiveness in promoting environmental sustainability (Bombiak & Marciniuk-Kluska, 2019).

In this regard, GHRM practices are expected to influence employee-level outcomes, particularly EFB. EFB refers to individual behaviors that reflect a psychological response to environmental concerns and contribute to organizational sustainability (W.-J. Chen, 2014). Theoretically, GHRM creates a supportive system that encourages employees to adopt pro-environmental behaviors through recruitment, training, and reward mechanisms. However, the relationship between GHRM and EFB is not always direct, as it may depend on organizational and contextual factors that shape employee perceptions and attitudes.

One important mechanism that may explain this relationship is GPOS. GPOS reflects employees' perceptions of the organization's commitment to environmental sustainability and its concern for their well-being. When employees perceive strong organizational support for environmental initiatives, they are more likely to feel valued and motivated, which enhances their trust and encourages consistent engagement in eco-friendly behaviors (Eisenberger & Stinglhamber, 2011; Hameed et al., 2022). Therefore, GPOS can act as a mediating mechanism, clarifying how GHRM practices influence employees' eco-friendly behaviors.

METHODOLOGY

The population of this study consists of employees working in four-star hotels located in major tourism areas of West Sumatra, including Padang City, Bukittinggi City, and Batusangkar–Agam Regency. This study employs a purposive sampling technique, which is considered appropriate due to limited access to respondents and the need to ensure data relevance and accuracy. The selection criteria were specifically defined to include employees who have worked in the hotel for more than two years, as such individuals are assumed to have sufficient experience and understanding of organizational practices, particularly those related to environmental management. These criteria are aligned with the research objective of examining employees' perceptions and behaviors regarding GHRM, GTFL, and EFB.

Referring to the guideline proposed by (Cheung & Wong, 2011), the recommended sample size for Structural Equation Modeling (SEM) is approximately 10–20 times the number of indicators. Given that this study uses 24 indicators, the targeted sample size was 240 respondents. A total of 240 questionnaires were distributed; however, only 130 were returned. After data screening, 24 questionnaires were excluded for incomplete responses, inconsistent answers, or failure to meet the specified criteria. As a result, 106 valid responses were deemed suitable for further analysis.

The data collected were analyzed using Structural Equation Modeling (SEM) with SmartPLS. SmartPLS was selected because this study involves formative constructs and does not strictly require multivariate normality, making it suitable for the data characteristics in this research.

Operational Definition

The operational definitions of each research variable are as follows:

Table 1. Operational Definition

No	Variable	Operational Definition	Indicator
1	Eco-friendly Behavior	The individual shows a psychological reaction to the environment, which affects the individual's behavior.	1. Turn off electrical appliances, such as computers, TV monitors, etc., before leaving work. 2. Turn off the lights in unoccupied rooms 3. Sorting and recycling waste in the workplace. 4. Conserving materials in the workplace 5. Using re-use materials in the workplace (Kim, Kim, Choi, & Phetvaroon, 2019)
2	Green Human Resource Management	The company's strategic orientation towards environmental protection and the request that top management pay attention to the company's processes and	1. Set green goals for its employees. 2. Provide green training to employees to promote green values. 3. Provide green training to employees to develop employee knowledge. 4. Provide skills needed for green management.

		practices encourage people to participate in green work behaviors to reduce environmental pollution in the workplace.	5. Considering employees' green workplace behavior in performance appraisals. 6. Linking employees' workplace green behaviors to rewards and recognition. 7. Considering personal identity-environmental management fits in recruitment and selection. 8. Employees fully understand the extent of the company's environmental policy. 9. Encourage employees to make environmental improvement suggestions. (Hameed et al., 2022)
3	Green Perceived Organizational Support	Employees' beliefs about how the company pays attention to their contributions to environmental sustainability and values their well-being	1. The company values my contribution to environmental management. 2. The company cares deeply about my environmental goals and values. 3. The company cares about my opinion on the company's environmental sustainability. 4. The company is proud of my achievements in addressing environmental issues in the workplace. (Hameed et al., 2022)
4	Green Transformational Leadership	Leadership that provides employees with a clear vision, inspiration, and motivation is also a green approach and motivation for employees who care about their social outcomes.	1. Inspire subordinates with environmental plans. 2. Provide subordinates with a clear vision of the environment. 3. Encouraging subordinates to work on environmental plans. 4. Encourage employees to achieve environmental goals. 5. Considering the environmental beliefs of my subordinates. 6. Stimulate subordinates to think & share their green ideas. (Singh et al., 2020)

Source: *various journals* (2023)

RESULTS AND DISCUSSIONS

Measurement Model

Convergent Validity

The first step in the measurement model is to carry out a convergent validity test. To fulfil the convergent validity test, refer to the outer loading value and the Average Variance Extracted (AVE) value. Data is said to meet the requirements of convergent validity if the outer loading value is > 0.7 and the AVE value is > 0.5 (Hair, Hult, Ringle, & Sarstedt, 2022). Based on the results of the initial testing of the convergent validity research instrument, several statement items were invalid (GHRM1, GHRM5, GHRM8, GHRM9, GTFL5, GPOS3, GPOS4, EFB1, EFB2, EFB3, EFB4, EFB5, and EFB9). Items that are invalid because they have an outer loading value of less than < 0.7. The invalid items will not be included in further data analysis. After eliminating invalid items, the convergent validity requirement was rechecked by rerunning the data, and the results were obtained where all items met the outer loading requirements, namely > 0.7. We can see the results of convergent validity in Table 2 below.

Tabel 2. Outer Loading

	Eco-Friendly Behavior	Green HRM	Green POS	Green Transf. Leadership
EEFB6	0,862			
EEFB7	0,830			
EEFB8	0,882			
GHRM2		0,759		
GHRM3		0,863		
GHRM4		0,842		
GHRM6		0,851		
GHRM7		0,866		
GPOS1			0,949	
GPOS2			0,943	
GTL1				0,839
GTL2				0,866
GTL3				0,830
GTL4				0,833
GTL6				0,822

Source: Primary data processed (2023)

Table 2 above's results from the second convergent validity test show that every item had an outer loading value greater than 0.7, fulfilling one of the criteria for convergent validity. Additionally, the AVE value is used to assess convergent validity if it is greater than 0.5. Table 3 displays the AVE value for every variable used in this research analysis.

Tabel 3. Construct Reliability dan Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Eco-Friendly Behaviour	0,825	0,858	0,736
Green HRM	0,893	0,894	0,701
Green POS	0,883	0,885	0,895
Green Transf. Leadership	0,894	0,894	0,702

Source: Primary data processed (2023)

Table 3 above shows that the AVE value for each variable is greater than 0.5, so the research data has met the requirements of the convergent validity test. An AVE value above 0.50 indicates that the constructs meet the criteria for convergent validity, meaning the indicators explain the latent variables. Cronbach's alpha and composite reliability values were above 0.7. Cronbach's alpha measures the extent to which a set of items is internally consistent, while composite reliability assesses the internal consistency of the constructs. This shows the constructs have good internal consistency. The research instrument is therefore feasible and reliable for further structural model analysis. After the convergent validity test is fulfilled, the discriminant validity test is carried out by looking at the output value of the correlation between latent variables.

Discriminant Validity

Discriminant validity is fulfilled if the square root of AVE for each variable must have a greater correlation than the correlation with other variables. Discriminant validity will also be achieved if the cross-loading value is > 0.7 and another condition is that the cross-loading value of the indicator on its own variable must be greater than on other variables. The square root value of AVE and HTMT can be seen in table below.

Tabel 4. Akar AVE

	Eco-Friendly Behaviour	Green HRM	Green POS	Green Transf. Leadership
Eco-Friendly Behaviour	**0,858**			
Green HRM	0,471	**0,837**		
Green POS	0,505	0,650	**0,946**	
Green Transf. Leadership	0,599	0,791	0,655	**0,838**

Source: Primary data processed (2023)

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	Eco-Friendly Behaviour	Green HRM	Green POS	Green Transf. Leadership
Eco-Friendly Behaviour				
Green HRM	0,528			
Green POS	0,570	0,730		
Green Transf. Leadership	0,674	0,886	0,736	

Source: Primary data processed (2023)

Based on Table 4, all AVE root values for each construct are greater than the correlations between the other constructs. This result indicates that the model has met the discriminant validity criteria based on the Fornell-Larcker Criterion. Furthermore, based on Table 5, all HTMT values are below 0.90, thus discriminant validity is also declared met. Each construct is able to differentiate itself well from the other constructs.

R-Square

To measure the extent of the model's capabilities and explain variations in the dependent variable, the determination coefficient (R-Square) (Ghozali, 2015) is used.

Tabel 6. R-Square

	R Square	R Square Adjusted
Eco-Friendly Behaviour	0,381	0,369
Green POS	0,475	0,465
Green Transf. Leadership	0,626	0,623

Source: Primary data processed (2023)

Based on table 6 above, it is known that the EFB variable has an R Square value of 0.381. These results show that the variables GHRM, GPOS, and GTFL have an influence of 38.1% on the EFB variable. Furthermore, the R Square value for the GPOS variable is 0.475. These results show that the GHRM and GTFL variables have an influence of 47.5% on GPOS.

Model Fit

Based on (Hair et al., 2022), the model is said to be fit if it has an SRMR value < 0.11. The SRMR value in this research is 0.082, where this value is less than 0.11, which means that this research model meets goodness of fit.

Table 7. Model Fit

	Saturated Model	Estimated Model
SRMR	0,069	0,070
d_ULS	0,570	0,584
d_G	0,348	0,349
Chi-Square	223,640	224,237
NFI	0,804	0,804

Source: Primary data processed (2023)

Structural Model

After the construct validity test has been fulfilled and the variables in the research are declared reliable, the data analysis continues by carrying out a structural model test. Where the structural model (inner model) is used to determine the relationship between constructs and significance values in the research model. The following is an overview of the structural model along with the final outer loading values.

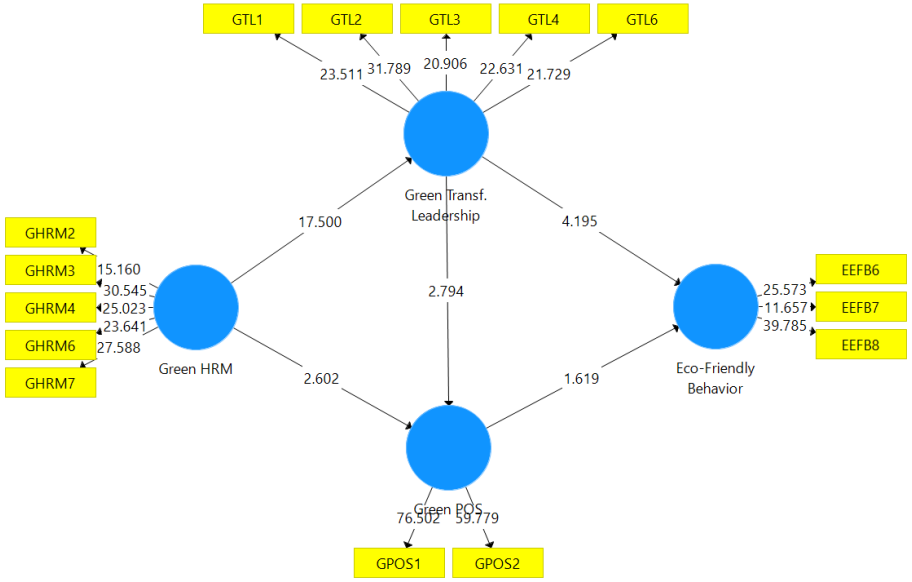

Figure 1. Structural Model

Relationship Between Variables

Table 8. Direct and Indirect Effects

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Ket.
Green HRM -> Green POS	0,352	2,602	0,009	Accepted
Green HRM -> Green Transf. Leadership	0,791	17,500	0,000	Accepted
Green POS -> Eco-Friendly Behavior	**0,197**	**1,619**	**0,105**	**Rejected**
Green Transf. Leadership -> Eco-Friendly Behaviour	0,471	4,195	0,000	Accepted
Green Transf. Leadership -> Green POS	0,376	2,794	0,005	Accepted
Green HRM -> Green POS -> Eco-Friendly Behavior	**0,069**	**1,321**	**0,187**	**Rejected**
Green HRM -> Green Transf. Leadership -> Green POS	0,297	2,590	0,010	Accepted

Source: Primary data processed (2023)

DISCUSSIONS

The Effect of Green Human Resources Management on Green Perceived Organizational Support

Based on the findings presented in table 8. This research is accepted which states that there is a positive relationship between GHRM and GPOS. GHRM plays a significant role in shaping

GPOS by creating an environment where employees feel that their organization not only supports sustainability efforts but also has a deep-rooted commitment to environmental protection. The consistent implementation of these policies and practices sends a strong message to employees, making them feel valued and integral to the organization's sustainability efforts. This, in turn, enhances their perception of the organization's environmental support. Furthermore, GHRM practices actively involve employees in sustainability initiatives, such as waste reduction or energy saving programs. This active participation in creating positive environmental change in the workplace not only strengthens their bond with the organization but also enhances their perception of the organization's support for the environment. This means that by implementing good GHRM practices it will increase the GPOS of employees because the company is able to respond to their contributions to the company (Tang, Chen, Jiang, Paillé, & Jia, 2018).

This research is in line with research conducted by (Karatepe, Hsieh, & Aboramadan, 2022) (Tang et al., 2018) namely that GHRM has a positive and significant relationship with GPOS. Increasing employee GPOS means increasing expectations that the company will help them in the future when needed, thereby increasing job satisfaction (Pinzone, Guerci, Lettieri, & Redman, 2016).

The Effect of Green Human Resources Management on Green Transformational Leadership

Based on the findings presented in table 8, the second hypothesis in this study is accepted, which states that there is a positive relationship between GHRM and GTFL. The results of this study elucidate the significant role of GHRM in creating policies and practices that support environmental sustainability within the organization. Moreover, GHRM shapes a culture and values that foster environmental awareness and social responsibility. This, in turn, enables Green Transformational Leaders to use these values as a foundation for their leadership. They lead by example, promote environmentally friendly behavior throughout the organization, and strengthen commitment by providing support, inspiration, and clear direction on sustainability vision and goals. GHRM thus forms a strong foundation, recognizing the pivotal role of Green Transformational Leadership in driving environmental sustainability. This means that by implementing good GHRM practices, the role of GTFL will increase.

The Influence of Green Perceived Organizational Support on Eco-friendly Behavior

Based on the findings presented in table 8, the third hypothesis in this study was rejected, which stated that there was a positive relationship between GPOS and EFB. The results of this research are not consistent with previous research, where the results of our research show that GPOS has no significant effect in shaping employee behavior to behave responsibly towards the environment. This means that our research findings indicate that employees' EFB is independent of their perceived support from the company. This reaffirmation suggests that even though employees perceive the existence of GPOS, they lack the energy, time, and psychological resources to translate this into consistent EFB in the field. The results suggest that EFB is formed through mechanisms more closely tied to daily work practices, such as GHRM and GTFL.

Furthermore, the demanding nature of hotel work, characterized by service-intensive, emotional, and operational pressures, shifts employee priorities toward speed of service, guest satisfaction, and completion of core tasks rather than additional green actions. Therefore, it can be concluded that EFB among hotel employees in Padang City is not determined by perceived organizational support; rather, EFB is formed through support from leadership in their respective departments. Long-term leadership supervision results in what was previously done under leadership becoming ingrained as a habit.

The Influence of Green Transformational Leadership on Eco-friendly Behavior

Based on the findings presented in table 8, the fourth hypothesis in this research is accepted, which states that there is a positive and significant relationship between GTFL and eco-friendly behavior. This means that the better a leader is in implementing GTFL in leading his employees, the better the employee's behavior will be in implementing EFB. In the hospitality industry, these results add to the evidence that GTFL is highly relevant, as the success of hotel sustainability practices depends heavily on employees' actual behaviour in the workplace. Thus, this study strengthens the view that GTFL is an important mechanism linking an organization's sustainability agenda with employees' environmentally friendly behaviour.

Leadership can encourage open communication between superiors and subordinates (Javed, Malik, & Alharbi, 2020), which will ultimately generate trust in leaders and stimulate employees to display innovative, environmentally friendly behaviour (Carmeli, Reiter-Palmon, & Ziv, 2010). This is because employees will feel free to discuss and speak, because leaders are open to employee ideas and initiatives (Javed et al., 2020) and (Shakil, Memon, & Ting, 2023).

We argue that when leaders are open, willing, and accessible to followers to discuss environmental issues, employees, in turn, will reciprocate by demonstrating innovative behaviours that address environmental concerns. Which means, based on existing theoretical concepts, we conclude that GTFL will be able to influence employees to behave in an environmentally friendly manner. GTFL can provide support and motivation to subordinates to improve the company's environmental performance (Y.-S. Chen, & & Chang, 2013). Previous research has suggested that GTFL has a significant influence on employee eco-friendly behavior (Cheung & Wong, 2011).

The Influence of Green Transformational Leadership on Green Perceived Organizational Support

Based on the findings presented in table 8, the fifth hypothesis in this research is accepted, which states that there is a positive and significant relationship between GTFL and GPOS. GTFL encourages active employee participation in sustainability initiatives. Leaders create an environment where new and innovative ideas about environmentally friendly practices are promoted and rewarded. When employees feel that they have an important role in creating positive environmental change in the workplace, they are more likely to feel supported by the

organization in sustainability efforts. This means that leaders who can implement GTFL well can increase employee perceptions about GPOS.

(Sellitto & Herrmann, 2019) and (Mittal & Dhar, 2016) state that transformational leadership plays an important role in increasing employee perceptions of perceived organizational support. Based on the RBV perspective, we argue that GTFL can encourage employees to care about the environment, and consider employees' need to develop in a supportive environment, which can make employees feel a higher level of GPOS, in turn increasing employees' eco-friendly behavior. (Stinglhamber, Marique, Caesens, Hanin, & De Zanet, 2015) suggest that transformational leadership can provide guidance to employees and try to meet their needs and enable them to develop their skills in working and acting with environmentally friendly concepts.

The Influence of Green Human Resources Management on Green Perceived Organizational Support through Eco-Friendly Behavior

GHRM practices enhance employees' perceptions of GPOS, thereby strengthening their EFB. The implementation of GHRM policies communicates a strong signal that the organization is committed to its corporate social responsibility agenda and to environmental protection values. When employees interpret these practices as genuine organizational support, they develop a sense of obligation and are more likely to reciprocate by actively participating in pro-environmental activities. Based on the findings presented in table 8 > 0.05). These results prove that the sixth hypothesis is rejected. This shows that GPOS does not have a mediating role in the relationship between GHRM and EFB. The non-role of GPOS as a mediator between GHRM and EFB is not due to its insignificance, but rather because employees are more attuned to the guidance of their leaders in shaping their workplace behavior. The direct influence of leaders on employees' environmentally friendly behavior surpasses the impact of perceived organizational support. When leaders advocate for environmentally responsible behavior, employees are more likely to exhibit such behavior, regardless of their perception of organizational support. It's important to note that the relationship between GHRM and employee green behavior is not solely influenced by GPOS. Other variables, such as organizational culture and internal communication structure, can play a significant role, potentially overshadowing the impact of GPOS.

While GPOS may not directly mediate the relationship between GHRM and employee green behavior, it does not imply a complete absence of organizational influence. Its impact, however, is not straightforward, but rather intricate and may manifest through indirect pathways or interactions with other factors that shape employees' EFB. This complexity underscores the need for a nuanced understanding of the role of GPOS in influencing employee behavior, inviting further exploration and study.

The Influence of Green Human Resources Management on Eco-Friendly Behavior through Green Transformational Leadership

Drawing from the resource-based view (Barney, 1991), GTFL acts as a critical situational resource. It functions as a mediation factor that enhances the relationship between GHRM practices and GPOS. Both GHRM and GTFL are seen as mutually reinforcing elements. Their positive interaction strongly increases employees' perceptions of GPOS (Hameed et al., 2022). GTFL increases the impact of GHRM by creating a supportive climate. Here, leaders consistently communicate and demonstrate environmental values. When leaders promote sustainability and align resources with green goals, employees view HRM practices as genuine support. This strong link between GTFL and GHRM increases GPOS and leads to greater commitment to environmental goals. According to the view of (Soni, 2023), GTFL plays an important role in developing sustainability in business performance. GTFL focuses on aggregate team performance and supports and encourages employees to consider environmentally friendly behavior in conducting business operations.

Based on the findings presented in table 8 < 0.05). These results prove that the seventh hypothesis is accepted. GTFL helps connect the efforts made through GHRM practices in creating environmentally friendly policies and practices with employee behaviors that support sustainability. GTFLs are strong role models within the organization. They set a good example by practicing environmentally friendly behaviors and demonstrating a commitment to sustainability. Through their attitudes and actions, GTFLs inspire employees to follow their lead and adopt greener behaviors. As such, GTFLs mediate between GHRM and EFB employees by motivating, providing direction, encouraging participation, and shaping a sustainable organizational culture. This shows that GTFL has a mediating role in the relationship between GHRM and EFB.

CONCLUSIONS

The findings of this study indicate that GHRM has a significant positive relationship with GPOS and GTFL. This suggests that effective GHRM practices can enhance employees' perceptions that the organization values and supports their environmental contributions. Furthermore, GHRM promotes the integration of green values into organizational management, thereby encouraging leaders to adopt a green-oriented leadership style. However, GPOS does not significantly affect EFB. This implies that employees' eco-friendly behavior is not directly determined by their perception of organizational support but is more strongly influenced by leaders' active encouragement and support of green behaviour.

GTFL and EFB have a positive and significant influence. Through the GTFL approach, leaders can influence employees to behave eco-friendly while employees are in the work environment. GTFL and GPOS have a positive and significant influence. Implementing GTFL by leaders will make employees feel a higher level of GPOS from the company where they work. Furthermore, GTFL has a mediating role in the relationship between GHRM and EFB, although GTFL does not have a mediating role in the relationship between GHRM and EFB.

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