

# Enhancing Employee Performance Through Green Human Resource Management (GHRM) and Leadership: The Mediating Role of Organizational Culture (A Case Study of PT Bank X, DKI Jakarta)

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## Abstract

The performance of a bank serves as a guarantee in maintaining its market position amid the intense competition among banks, further intensified by the increasingly widespread issue of green banking. The purpose of this study is to analyze the influence of Green Human Resource Management and Leadership on Employee Performance mediated by Organizational Culture: A study at PT Bank X in Jakarta. The research design used is causal, which explains the relationships between variables. The research was conducted at PT Bank X in the Jakarta area, involving 155 employees as the sample. The sample was selected using simple random sampling. The data used are primary data obtained from respondents' questionnaire responses. The research methods employed are descriptive statistics and Structural Equation Modeling (SEM) analysis using Partial Least Square (PLS) version 3.0. The results of the study show that Green Human Resource Management has a positive and significant influence on Organizational Culture; Green Human Resource Management has a positive and significant influence on Employee Performance; Leadership has a positive and significant influence on Organizational Culture; Leadership has a positive and significant influence on Employee Performance; Organizational Culture has a positive and significant influence on Employee Performance; Green Human Resource Management has a positive and significant influence on Employee Performance mediated by Organizational Culture; and Leadership has a positive and significant influence on Employee Performance mediated by Organizational Culture. Descriptive analysis results indicate that respondents' assessment levels of Green Human Resource Management, Leadership, Organizational Culture, and Employee Performance at PT Bank X in Jakarta are at a positive level.

**Keywords:** Green Human Resource Management (GHRM), Employee Performance, Leadership, Organizational Culture.

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## INTRODUCTION

The increasing public awareness of environmental sustainability has led to greater recognition among business actors of the importance of environmentally oriented business management and the adoption of various aspects of environmental management (D'Mello, Manjush & Monteiro, 2016). The sustainable development paradigm encourages a new perspective on corporate management: quality management is not only carried out to achieve economic goals and maximize profits, but must also consider community interests and environmental awareness (Bombiak, 2019).

GHRM has become a global trend providing guidance on how human resource management should be environmentally oriented. GHRM is an effort to achieve organizational goals by creating a balance between organizational objectives and environmental protection (Shahriari *et al.*, 2019; Fernandez & Martines, 2020). Going-green practices are proven to increase employee engagement and productivity (Dumont *et al.*, 2017; Zurnali & Sujanto, 2020).

Yu-Shan Chen (2011) found that organizational culture and leadership are positively associated with green organizational identity and green competitive

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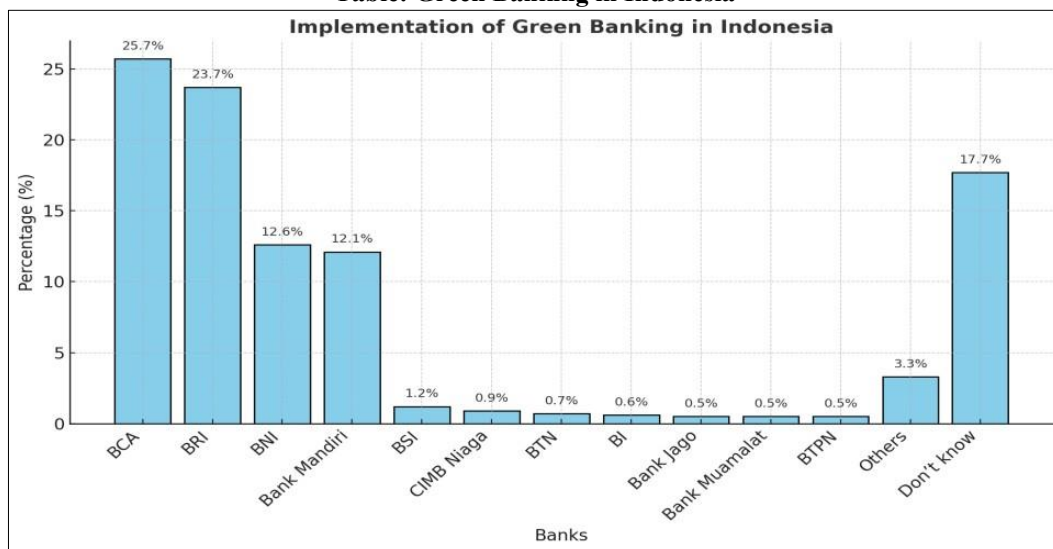
advantage. Further, the study revealed that organizational culture, leadership, organizational identity, and competitive advantage of green-oriented organizations (green organizations) among SMEs were lower than those of large enterprises in Taiwan's manufacturing sector, consistent with Martina *et al.*, (2008), Mathis & Jackson (2017), and Ping *et al.*, (2012).

Another ongoing effort in Indonesia is reducing the use of plastic bags. One method is requiring consumers to purchase plastic bags when shopping at supermarkets. This regulation demands public participation in reducing plastic waste in Indonesia. However, Indonesia has not fully implemented organic and non-organic waste separation. As a result, waste separation must still be carried out in large amounts at final disposal sites. In this context, previous research has consistently found that leadership emerges as the most effective key in theory development and has drawn scholarly and practical attention. For over 60 years, leadership experts have sought to identify leadership outcomes to improve performance, particularly in the service industry (Arasli & Arici, 2019; Hobson & Essex, 2001; Manzini & Vezzoli, 2003). Organizations must

focus on environmental activities and nature conservation as part of performance issues identified. In recent decades, industry practitioners and academics have been motivated to pay more attention to “eco-friendly” issues (Vallaster *et al.*, 2018; Chakraborty & Biswas, 2020; Tan *et al.*, 2018).

PT Bank X has committed to building sustainable finance by aligning economic, environmental, and social interests through banking policies and practices. PT Bank X supports sustainable finance by implementing policies and practices across all business lines. The first step toward sustainable banking was taken in 2018 with the establishment of the Sustainable Finance Action Plan (RAKB), following the issuance of OJK Regulation No. 51/POJK.03/2017 on sustainable finance for financial service institutions, issuers, and public companies. The 2018 RAKB was realized in 2019 through PT Bank X's sustainable finance implementation. Table below shows that only four banks were significantly perceived as applying strong green banking principles in Indonesia, based on a Katadata Insight Center (KIC) survey.

**Table: Green Banking in Indonesia**



Source: Katadata, 2024

The continuing phenomenon of environmental damage caused by corporate activities shows that corporate environmental awareness in Indonesia remains low. Research by Asni Mustika Rani *et al.*, (2018) indicates that poor environmental quality is due to human resources lacking mastery of eco-friendly industrial concepts. Low mastery is also reflected in the weak application of Green Human Resource Management in Indonesian industries. Based on these identified problems, this study aims to answer how GHRM and leadership influence employee performance, with organizational culture as a mediating variable. The research objective is to analyse and explain the influence

of GHRM and leadership on employee performance through organizational culture as a mediator.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Theoretical Foundations

#### First, Goal-Setting Theory

Goal-Setting Theory is one of the motivational theories that explains why certain groups of people or organizations perform better than before, or better than others, in work-related tasks (Locke & Latham, 2013). The theory assumes that the main factor influencing an individual's or a group's decisions is the goals they set for themselves.

## Second, Green Human Resource Management Theory

According to Opatha (2013) and Opatha & Anton Arulrajah (2014 in Opatha *et al.*, 2015), this definition implies that all activities involving the development, implementation, and continuous maintenance of systems emphasize employees in green organizations. The role of Human Resource Management is to transform ordinary employees into green employees who are oriented toward achieving green organizational goals and ultimately making significant contributions to environmental sustainability. This involves policies, practices, and systems that create individual, social, natural environmental, and business benefits.

## Third, Leadership Theory

Tannebaum, Weschler, and Nassarik (in Abdussalam, 2008:18) define leadership as interpersonal influence in certain situations, carried out directly through communication processes to achieve one or more specific objectives. Similarly, Hemphill & Coons (in Abdussalam, 2008:20) describe leadership as a personal attitude that directs the execution of activities to achieve desired goals.

## Fourth, Organizational Culture Theory

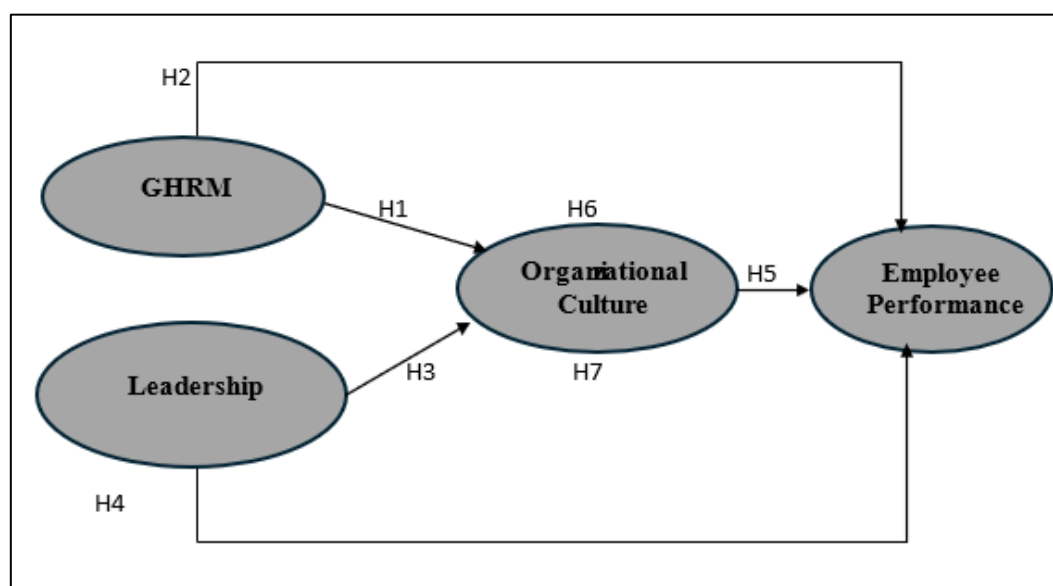
According to George, Jennifer M., and Gareth Jones (2012:162), organizational culture is the totality of human life that is integral, consisting of various tools and consumer goods, social rules for community life, ideas, human creations, beliefs, and habits.

## Fifth, Performance Theory

From a behavioural perspective, performance is the demonstration of work behaviours characterized by flexibility of movement, rituals, and work sequences that comply with procedures, thereby producing outcomes that meet requirements for quality, speed, and quantity (Wright & Cropanzano, 2007). Bernardin & Russell (2013:239) define performance as “*the record or outcomes produced on a specified job function or activity during a specified period*”, meaning the documented results of a specific job function or activity over a period of time.

## Research Framework

To schematically explain the relationships between variables, the flow of research variables, and hypothesis confirmation, the following research framework is proposed:



Based on above theories, this study examines a conceptual model in which two variables act as independent predictors of employee performance. These variables are:

### Independent Variables:

- **Green Human Resource Management (GHRM):** green recruitment & selection, green training & development, green performance & management appraisal, green compensation, green employee relations, green exit.
- **Leadership:** actions, participation/involvement, delegation of responsibility.

### Mediating Variable:

- **Organizational Culture,** operationalized through eight dimensions: sense of identity, commitment to organizational mission, behavioral standards, results orientation, people orientation, team orientation, aggressiveness, and stability. These reflect values, principles, and beliefs that govern organizational behaviour and activities related to the environment and sustainable culture.

### Dependent Variable:

- **Employee Performance,** operationalized through 10 dimensions: intellectual ability, decisiveness, enthusiasm, results orientation,

maturity and proper behaviour, assertiveness, interpersonal skills, curiosity, productivity, and openness.

### Hypothesis Development

Based on theoretical foundations and empirical logic, the following hypotheses are proposed:

#### Direct Effects:

- **H1:** GHRM has a positive and significant effect on Organizational Culture.
- **H2:** GHRM has a positive and significant effect on Employee Performance.
- **H3:** Leadership has a positive and significant effect on Organizational Culture.
- **H4:** Leadership has a positive and significant effect on Employee Performance.
- **H5:** Organizational Culture has a positive and significant effect on Employee Performance.

#### Indirect Effects (Mediation through Organizational Culture):

- **H6:** GHRM has a positive and significant effect on Employee Performance mediated by Organizational Culture.
- **H7:** Leadership has a positive and significant effect on Employee Performance mediated by Organizational Culture.

## RESEARCH METHODOLOGY

This study employed a causal research design to explain the relationships between variables.

The research was conducted at PT Bank X in the Jakarta area, with a sample of 155 employees. The sample was selected using simple random sampling. Primary data were collected through questionnaires distributed to respondents in the company related to the implementation of Green Human Resource Management (GHRM).

The population of this study consisted of employees of PT Bank X located in the Jakarta Regional Government area, with a minimum tenure of 15 years, and who had experienced the implementation of GHRM in human resource management during the period 2019–2023, as well as having complete data relevant to the studied variables. The total population was 425 employees, from which 155 respondents were drawn as the research sample, based on the following criteria:

1. PT Bank X is located in the Jakarta Regional Government area.
2. Minimum tenure of 15 years.
3. The bank has implemented GHRM in human resource management for at least the last five years (2019–2023).
4. The bank has never been involved in legal cases, either criminal or civil, related to human resource management.
5. The bank possesses complete data required for this research.

### Data Collection Techniques

The data collection technique employed in this study was the survey method, which is a primary data collection approach obtained directly from the original sources (Indriantoro & Supomo, 2002). Data were collected through questionnaires distributed directly, sent by mail, or administered via Google Forms. In addition, secondary data were used to strengthen the findings, including annual reports obtained from the company's website and other relevant documents related to the implementation of GHRM. The questionnaire was developed using indicators adapted from previously validated instruments and refined to reflect the local institutional context. All items were measured using a five-point Likert scale, ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), allowing respondents to express the intensity of their agreement with each statement.

### Data Analysis Techniques

The analytical method employed in this study was Structural Equation Modeling (SEM) to test the proposed hypotheses. SEM allows researchers to address research questions that are both dimensional (measuring indicators of a construct) and regressional (measuring the effect or degree of relationship among identified dimensions).

For this study, SmartPLS 3.0 was used, as it is suitable for relatively small sample sizes (in this case, 155 respondents) and does not require the data to be normally distributed, making it robust for non-normal distributions. The analysis was carried out in two main stages. The first stage involved the evaluation of the measurement model (outer model) to ensure the validity and reliability of the constructs. Convergent validity was assessed using Average Variance Extracted (AVE), while discriminant validity was tested through the Fornell-Larcker criterion and cross-loading analysis. Internal consistency and reliability were verified using Composite Reliability (CR) and Cronbach's Alpha coefficients.

The second stage, after the estimated model satisfied the criteria of the outer model, involved testing the structural model (inner model). According to Ghazali (2015), evaluating the inner model aims to predict the relationships among latent variables, which can be examined through the coefficient of determination ( $R^2$ ) as an indicator of the explanatory power of the structural model. This comprehensive methodological approach ensures the robustness of the findings and strengthens the theoretical and empirical contributions of the study.

## RESULTS AND DISCUSSION

The empirical analysis of this study began with a descriptive overview of the respondents and the company profile. Data were collected from 155 employees of PT Bank X in the Jakarta Regional



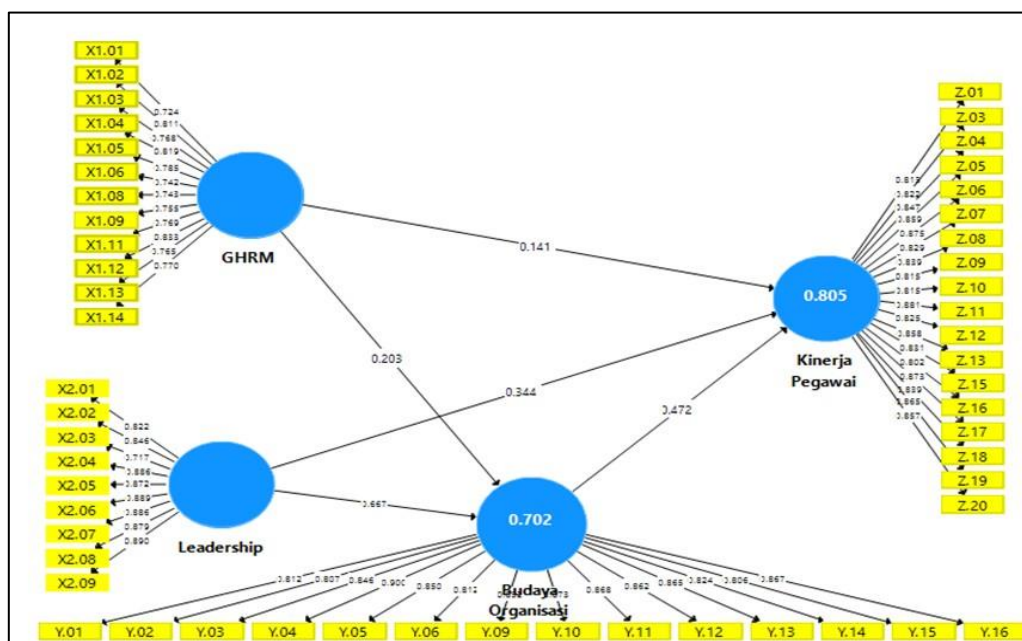
Government area. The respondents primarily consisted of employees with a minimum tenure of 15 years.

Following the descriptive analysis, the measurement model was evaluated to establish construct reliability and validity. According to Ghazali (2015), the commonly used rule of thumb for assessing convergent validity is that the factor loading value should exceed 0.70 for confirmatory studies, while values between 0.60–0.70 are still acceptable for explanatory research. In addition, the Average Variance Extracted (AVE) should be greater than 0.50.

The validity test results for each indicator showed loading values ranging from 0.72–0.83 for the GHRM variable, 0.71–0.89 for the leadership variable,

0.81–0.90 for the mediating variable organizational culture, and 0.81–0.88 for the dependent variable employee performance. Thus, all variables examined in this study were found to be valid.

The reliability test results further indicated that the construct reliability values were 0.972 for GHRM, 0.961 for leadership, 0.972 for organizational culture, and 0.978 for employee performance. Since all latent variables exceeded the threshold value of 0.70, it can be concluded that the constructs demonstrated good reliability, and therefore, the questionnaire used as a research instrument was reliable and consistent. The path diagram containing the loading factors from the results of the PLS algorithm is presented in the figure below:



Convergent validity is confirmed through the Average Variance Extracted (AVE) values exceeding the

threshold of 0.50 for all constructs, indicating that the items adequately capture the intended latent variables.

#### Convergent Validity (AVE)

Construct	AVE	Result
Organizational Culture	0.717	Valid
GHRM	0.600	Valid
Employee Performance	0.709	Valid
Leadership	0.732	Valid

Source: Output processed with SmartPLS 3 (2025)

**Discriminant Validity (Fornell-Larcker Criterion):**  
Results showed that the square root of AVE for each

construct was higher than its correlation with other constructs, confirming discriminant validity.

#### Fornell Larcker Criterion

	BO Y	GHRM KP	Z X1	L X2
Organizational Culture	0,847			
GHRM	0,732	0,774		
Employee Performance	0,831	0,760	0,842	
Leadership	0,828	0,793	0,847	0,856

Source: Output PLS 2025

### Hypothesis Testing: Direct and Indirect Relationship

In the table below, it can be seen that all hypotheses are accepted with positive correlation values and significance levels above the t-table.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
GHRM -> Org. Culture	0.203	0.206	0.087	2.331	0.020
GHRM -> Performance	0.141	0.142	0.067	2.095	0.037
Leadership -> Org. Culture	0.667	0.666	0.089	7.512	0.000
Leadership -> Performance	0.344	0.344	0.122	2.820	0.005
Org. Culture -> Performance	0.472	0.471	0.118	4.016	0.000

Source: PLS Output 2025

The variable of Green Human Resource Management has a positive and significant effect on Organizational Culture. This is indicated by the test results between the two variables, showing an original sample value of 0.203 (approaching +1), a T-Statistic of 2.331 ( $> 1.65$ ), and a P-Value of 0.020 ( $< 0.05$ ).

Green Human Resource Management also has a positive and significant effect on Employee Performance. This is shown by the test results between the two variables, with an original sample value of 0.141, a T-Statistic of 2.095 ( $> 1.65$ ), and a P-Value of 0.037 ( $< 0.05$ ).

Leadership has a positive and significant effect on Organizational Culture. The test results indicate an

original sample value of 0.667 (approaching +1), a T-Statistic of 2.820 ( $> 1.65$ ), and a P-Value of 0.005 ( $< 0.05$ ).

Leadership also has a positive and significant effect on Employee Performance. This is shown by an original sample value of 0.344 (approaching +1), a T-Statistic of 2.820 ( $> 1.65$ ), and a P-Value of 0.005 ( $< 0.05$ ).

Finally, Organizational Culture has a positive and significant effect on Employee Performance. The test results reveal an original sample value of 0.472 (approaching +1), a T-Statistic of 4.016 ( $> 1.65$ ), and a P-Value of 0.000 ( $< 0.05$ ).

### Indirect (Mediated) Relationships

Path (Mediated by Org. Culture)	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P-Value
GHRM → Org. Culture → Performance	0.096	0.097	0.048	1.996	0.046
Leadership → Org. Culture → Performance	0.315	0.313	0.089	3.541	0.000

The Green Human Resource Management (GHRM) variable has a positive and significant effect on Employee Performance through Organizational Culture. This is evidenced by the test results between the two variables, which show an *original sample* value of 0.096 (approaching +1), a T-Statistic of 1.996 ( $> 1.65$ ), and a P-Value of 0.045 ( $< 0.05$ ).

Furthermore, Leadership has a positive and significant effect on Employee Performance through Organizational Culture. This is indicated by an *original sample* value of 0.315 (approaching +1), a T-Statistic of 3.541 ( $> 1.65$ ), and a P-Value of 0.000 ( $< 0.05$ ).

## CONCLUSION AND IMPLICATIONS

### Conclusion

This study aimed to examine the influence of Green Human Resource Management (GHRM) and Leadership on Employee Performance, with Organizational Culture as a mediating variable. Based on statistical analysis and hypothesis testing, the conclusions are:

- GHRM positively and significantly affects Organizational Culture.**
  - Eco-friendly HR practices (green recruitment, green training, sustainable performance management) strengthen organizational culture values that support pro-environmental behavior.
- GHRM positively and significantly affects Employee Performance (directly and indirectly).**
  - Investment in GHRM practices improves engagement, motivation, and productivity, especially when supported by organizational culture.
- Leadership positively and significantly affects both Organizational Culture and Employee Performance.**
  - Visionary, participatory, sustainability-driven leaders significantly contribute to cultural reinforcement and higher performance.
- Organizational Culture positively and significantly affects Employee Performance.**
  - An inclusive, collaborative, and innovative culture is a strong foundation for employee achievement.

### 5. **Organizational Culture mediates the effects of GHRM and Leadership on Employee Performance.**

- The success of GHRM and leadership strategies is highly dependent on how well their values are internalized within the organizational culture.

### **Theoretical Implications**

1. **Contribution to organizational theory and green HRM:** This study supports the literature on Green HRM and Organizational Behaviour, particularly in the context of how GHRM not only influences individual outputs directly but also operates through organizational culture as a mechanism for the internalization of values (Renwick *et al.*, 2013; Jabbour & Santos, 2008).
2. **Expanding the understanding of the mediating role of Organizational Culture within the employee performance behaviour framework:** The findings provide empirical validation that a work culture shaped by sustainability values and effective leadership plays a strategic role in enhancing individual performance.

### **Practical Implications**

1. **For HR Managers:** evidence to integrate GHRM into strategy, e.g., green training, sustainability-based performance evaluation, and eco-reward systems.
2. **For Organizational Leaders:** highlights the importance of sustainability-driven leadership to build a work culture aligned with innovation and participation.
3. **For Public and Private Organizations:** a healthy organizational culture serves as a key link integrating green strategies and leadership into employee performance improvement.

### **Academic Suggestions**

1. Future studies could explore other mediators/moderators such as organizational commitment, psychological climate, or employee engagement.
2. Extend research to other sectors (manufacturing, healthcare, education) for broader comparison.
3. Examine specific leadership styles (e.g., green transformational leadership) to sharpen understanding of leadership in sustainability contexts.

### **Practical Suggestions**

1. Organizations should design HRM systems aligned with sustainability principles from recruitment to performance rewards.
2. Leaders should receive values-based leadership training to ensure workplace culture fosters collective spirit and optimal performance.

3. Conduct periodic evaluations of organizational culture and employee performance to maintain alignment with sustainability goals.

### **Research Limitations**

1. Conducted in only one organization (PT Bank X, Jakarta) → limits generalizability to other sectors/regions.
2. Variables were measured using self-reported questionnaires, leading to potential biases (e.g., social desirability, response consistency).
3. Used a cross-sectional design, limiting causal interpretations over time. As a result, the causal direction between GHRM, leadership, organizational culture, and performance cannot be fully explained in a longitudinal or dynamic manner.
4. Employee performance was not measured with objective/quantitative data from supervisors → future studies could use multi-source triangulation.

### **Novelties (Original Contribution)**

1. This study comprehensively integrates the variables of Green Human Resource Management and Leadership into a single conceptual model to explain employee performance, with Organizational Culture as a mediator, which has relatively rarely been studied simultaneously. Most previous studies only examined one aspect, such as GHRM or leadership alone, without considering the mediating effect of organizational culture (Luu, 2018; Singh *et al.*, 2020)
2. Another novelty lies in demonstrating the role of organizational culture as a mechanism for internalizing the values of GHRM and leadership styles into individual performance. This study emphasizes that organizational values and norms oriented toward sustainability play a strategic role in strengthening the impact of GHRM and leadership on work behaviour
3. This research was conducted in the context of Indonesian organizations, where the implementation of GHRM and leadership practices based on sustainability values is still developing. Thus, the findings provide both empirical and contextual contributions to the literature on HRM and sustainability management in developing countries.
4. This study provides empirical support for the Behavioral Perspective of HRM and the Resource-Based View (RBV) by demonstrating that appropriate GHRM practices and leadership can serve as strategic resources (intangible assets) that drive performance through organizational culture as an organizational capability (Barney, 1991; Jackson *et al.*, 2011).

5. Research on green banking is still rare. This study reveals and deepens the combination of GHRM, leadership, and culture in motivating performance, particularly in the context of state-owned banks in Jakarta. In addition, it highlights strategic steps for the sustainability of the banking sector.
6. Although the relationships among the variables have been studied, this research offers novelty in integrating GHRM and leadership within the mediation framework of organizational culture in the banking industry implementing green banking in Indonesia, which is still rarely addressed in the literature.

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