

# Green Human Resource Management and Green Transformational Leadership on Employee Performance in the Cave Tourism Industry

*Gestión de recursos humanos y Liderazgo Verde en Transformación  
Rendimiento de los empleados en la cueva Turismo Industria*

MUHAMMAD RAMDHAN RIMALDI 

*Management Study Program, Faculty of Economics, Mercu Buana University Yogyakarta, Indonesia*

ASEP ROKHYADI PERMANA SAPUTRA<sup>1</sup> 

*Management Study Program, Faculty of Economics, Mercu Buana University Yogyakarta, Indonesia*

FETY ROCYAWATI QUDRAT MULYA

*Management Study Program, Yapis Islamic Economics College, Merauke, Papua, Indonesia*

VEGALYRA NOVANTINI SAMODRA 

*Sharia Management Study Program, Faculty of Islamic Religion, Al Azhar University, Mataram, West Nusa Tenggara, Indonesia*

## ABSTRACT

This study aims to evaluate the impact of Green Human Resource Management (GHRM) and Green Transformational Leadership (GTL) on employee performance in Pindul's cave tourism industry by 2024, focusing on the role of employee engagement as a mediation variable. This research uses quantitative studies, prioritizing verifiative hypothetical logic and deductive thinking in making and testing hypotheses, based on the philosophy of positivism. The study population included 165 employees from 3 Pindul cave tourist attractions, with sampling using simple random sample, technique using quota sampling. Data collection methods include questionnaires, interviews, and documentation, provide comprehensive and representative data. The results showed that GHRM had a significant impact on employee engagement, while GTL had no direct impact on employee

<sup>1</sup> Corresponding authors: asepm@mercubuana-yogya.ac.id

engagement. Employee engagement also mediates the relationship between GHRM and employee performance. The main conclusion emphasizes the importance of GHRM implementation to increase employee engagement as well as create a sustainable working environment in Pindul's cave tourism industry.

**Keywords:** Employee engagement, Green Human Resource Management, Green Transformational Leadership, Employee performance, Tourism industry.

## RESUMEN

Este estudio tiene como objetivo evaluar el impacto de la Gestión Verde de Recursos Humanos (GHRM) y el Liderazgo Transformacional Verde (GTL) en el desempeño de los empleados en la industria del turismo de cuevas de Pindul para 2024, centrándose en el papel del compromiso de los empleados como variable mediadora. Esta investigación utiliza estudios cuantitativos, priorizando la verificación lógica hipotética y el pensamiento deductivo en la formulación y prueba de hipótesis, basándose en la filosofía del positivismo. La población de estudio estuvo compuesta por 165 empleados de 3 atractivos turísticos de la cueva de Pindul, con un muestreo mediante muestreo aleatorio simple. Los métodos de recopilación de datos incluyen cuestionarios, entrevistas y documentación, que proporcionan datos completos y representativos. Los resultados mostraron que GHRM tuvo un impacto significativo en el compromiso de los empleados, mientras que GTL no tuvo un impacto directo en el compromiso de los empleados. El compromiso de los empleados también media la relación entre GHRM y el desempeño de los empleados. La conclusión principal enfatiza la importancia de la implementación de GHRM para aumentar el compromiso de los empleados y crear un entorno de trabajo sostenible en la industria del turismo de cuevas de Pindul.

**Palabras clave:** Compromiso de los empleados, Gestión Verde de Recursos Humanos, Liderazgo Transformacional Verde, Desempeño de los empleados, Industria del Turismo.

## 1. Introduction

Pindul Cave Tourism in Yogyakarta province is the largest cave tourism in Indonesia, because of its size and area, it is managed by 3 community tourism business entities, offering a variety of unique Cave Tubing experiences. However, problems arise from inadequate environmental policies, as evidenced by the problem of rubbish, murky rivers, and lack of awareness of officers, according to the results of mandates and research from Sanjiwani & Pujiani, (2017), this shows that the implementation of HR management is not yet optimal. As an important economic sector, tourism must be sustainable and have a positive local impact. Implementation of Green Human Resource Management (GHRM) is crucial to maintaining environmental sustainability and tourism attractiveness in Indonesia. GHRM involves preserving the environment,

minimizing pollution, and increasing employee engagement in environmentally friendly practices, supporting corporate sustainability (Opatha & Hewapathirana, 2019). Even though many companies have adopted environmental standards such as ISO 14001, there is still a need to implement GHRM comprehensively (Irmawati, 2020).

In green corporate strategies, attention to stakeholder pressures including government regulations, NGO supervision, and community participation, which encourages businesses to improve environmental behavior and adjust responses to gain legitimacy (Wang et al., 2020). Of course, proactive leadership on environmental issues becomes increasingly important in this context. The importance of green leadership is reflected in its ability to inspire individuals to work towards a sustainable vision (Su et al., 2020). Facts show that environmentally friendly management

practices from leaders have a positive impact on company performance (Suliman et al., 2023). Performance evaluation influences work morale and attitude, which requires a comprehensive evaluation of human resources and tourism performance to stimulate employees full potential (Wei, 2022). Without involvement employees, tourism growth is hampered and disengagement threatens performance, especially in protecting the environment (Yu et al., 2017).

## 2. Literature review and hypothesis development

This research is based on organizational theory, which is a collection of concepts and principles for understanding and managing organizational behavior (Jensen, 1998). Organizational theory reflects GHRM which prioritizes efforts to minimize environmental impacts, increase resource efficiency, and promote environmentally friendly policies (Hossain et al., 2022). GHRM implementation can be driven by GTL, which involves leader behavior to achieve environmental goals (Ding et al., 2023).

GTL, with a focus on the four dimensions of transformational leadership, has an important role in improving pro-environmental performance (Srouf et al., 2020). Employee engagement, as a mediating variable, is also related to GTL. Employees who feel involved in their work tend to be more productive and have a strong relationship with the company (Fulaedzah et al., 2022). Employee engagement is also related to employee performance, which can be improved through training and education programs (Bedarkar & Pandita, 2014). Leaders have a responsibility to ensure employees have superior performance and quality (Nasution & Priangkitara, 2022). By implementing GHRM (Basana et al., 2022), employee engagement (Muntari et al., 2021)

and green transformation leadership (Sun et al., 2022), you could be encourage and remind employee performance

### Green Human Resource Management (GHRM) on Employee Performance

GHRM is the key to improving employee performance (Jia et al., 2018). GHRM links sustainability to employee productivity through HRM practices (Razab et al., 2015). Involving employees in corporate environmental initiatives is an important aspect of GHRM (Shoaib et al., 2021). GHRM has a positive impact on motivation and job satisfaction (Mohtar & Rajiani, 2016). Employee involvement in sustainability programs creates strong ties to organizational goals (Islam et al., 2023). Employee involvement creates a strong bond with organizational goals which is in line with research by (Makarim & Uii, 2021). GHRM is not only a moral and ethical concept, but also a profitable way to improve employee performance through empowerment in the company's sustainability efforts (Aburahma et al., 2020). With GHRM will directly encourage employee performance.

H1: Green Human Resource Management (GHRM) Has a Positive and Significant Impact on Employee Performance.

### Green Human Resource Management (GHRM) on Employee Engagement

GHRM is an HRM approach that emphasizes sustainability and environmental responsibility (Hasan, 2022). Apart from implementing HRM policies and practices that support environmental protection, GHRM also increases employee involvement (Budiani & Sopiiah, 2022). The implementation of GHRM creates a work environment that supports sustainability values and stimulates social responsibility (Isrososiawan et al.,

2021). By strengthening the bond between employees and the company, GHRM creates a dynamic and sustainable work environment (Hossain et al., 2022). GHRM forms an organizational culture that cares about the environment and encourages sustainable involvement from all team members (Ahmad, 2020).

H2: Green Human Resource Management (GHRM) Has a Positive and Significant Impact on Employee Engagement.

### **Employee Engagement on Employee Performance**

Employee engagement is not only an emotional response to the work environment, but also the key to improving individual and organizational performance (Chen & Peng, 2019). This creates an environment that supports creativity, innovation and motivation to achieve excellence (Adhitama & Riyanto, 2020). In this relationship, career development and learning are crucial (Sendawula et al., 2018). Employees who feel engaged tend to seek opportunities to improve their skills, and employee engagement not only increases productivity, but also forms an inclusive and values-oriented organizational culture (Bedarkar & Pandita, 2014). The deeper and more professional employee engagement will create employee performance itself.

H3: Employee Engagement Has a Positive and Significant Influence on Employee Performance.

### **Green Transformational Leadership (GTL) on Employee Engagement**

GTL delivers impact significant impact on engagement employee through merger principle transformational with commitment to continuity (Özgül & Zehir, 2021). GTL leaders emphasized not quite enough

answer social and ecological, creating culture supportive innovation growth personal employee (Shobaih et al., 2022). Focus on sustainability and responsibility answer social strengthen bond emotional between employees and organizations (Srouf et al., 2020). Support GTL leader became trigger relevant to involvement employee (Chen et al., 2014).

H4: Green Transformational Leadership (GTL) Has a Positive and Significant Impact on Employee Engagement.

### **Green Transformational Leadership (GTL) on Employee Performance**

GTL, concept leadership For continuity environment, creating culture friendly company environmental and inspiring employee (Zhao et al., 2021). GTL Leader delivers example practice sustainable and supportive initiative environment (Zahid, 2023). They use tools leadership transformational For increase performance employees and build supportive relationship collaboration (Moon et al., 2019). Study latest show that GTL contributes to performance sustainable employees (Aulia & Nawangsari, 2013). Support from GTL leaders motivate employee For increase productivity (Metz et al., 2019). Productivity will indirectly and directly drive business and employee performance.

H5: Green Transformational Leadership (GTL) Has a Positive and Significant Impact on Employee Performance.

### **Green Human Resource Management (GHRM) on Employee Performance Through Employee Involvement**

GHRM is an HR approach that emphasizes practice sustainable (Amik, 2020). With involve employees, GHRM strengthens

awareness environment in recruitment. Engaged employees in recruitment sort of That tend support values continuity company (Guerci et al., 2016). GHRM also facilitates involvement employee through training awareness environment (Aboramadan, 2022). GHRM practices improve involvement employee in taking decision continuity (Santhi & Shankar, 2021). GHRM improves involvement employees who improve satisfaction and motivation (Pham et al., 2019). So it can be concluded that strong employee involvement in GHRM will also encourage employee performance.

H6: Green Human Resource Management (GHRM) Has a Positive and Significant Impact on Employee Performance Through Employee Involvement.

### **Green Transformational Leadership (GTL) on Employee Performance Through Employee Involvement**

Green Transformational Leadership (GTL) is not simply guide achievement objective sustainable organization, but also integrating principles environment and responsibility answer social in leadership (Huang et al., 2021). GTL empowers and inspires, creates spirit collaborative, and improving involvement employee (Zhang et al., 2020). This matter

produces environment work dynamic that makes employee feel own role important in continuity company. Involvement employees, fine in a way emotional, cognitive, or behavior, is key GTL's success in push performance employee (Sanusi et al., 2023). Employee engagement will strengthen GTL and drive employee performance itself.

H7: Green Transformational Leadership (GTL) Has a Positive and Significant Impact on Employee Performance Through Employee Involvement.

### **3. Methodology**

This study use study quantitative, processing numerical data for analyze various characteristics (Bairagi & Munot, 2019). Approach this prioritize logic hypothetical verification with think deductive in create and test hypothesis (Samsu, 2017). This research was adopted from Baykal & Bayraktar, (2022) for Variable of Green Human Resource Management, Green Transformational Leadership from Tian, (2023) and Van et al., (2023). Employee Engagement from Hassan et al., (2020) and Ramanayake et al., (2022), and Employee Performance variable from Alsafadi & Altahat, (2021) and Wahyudi et al., (2022), as in Figure 1.

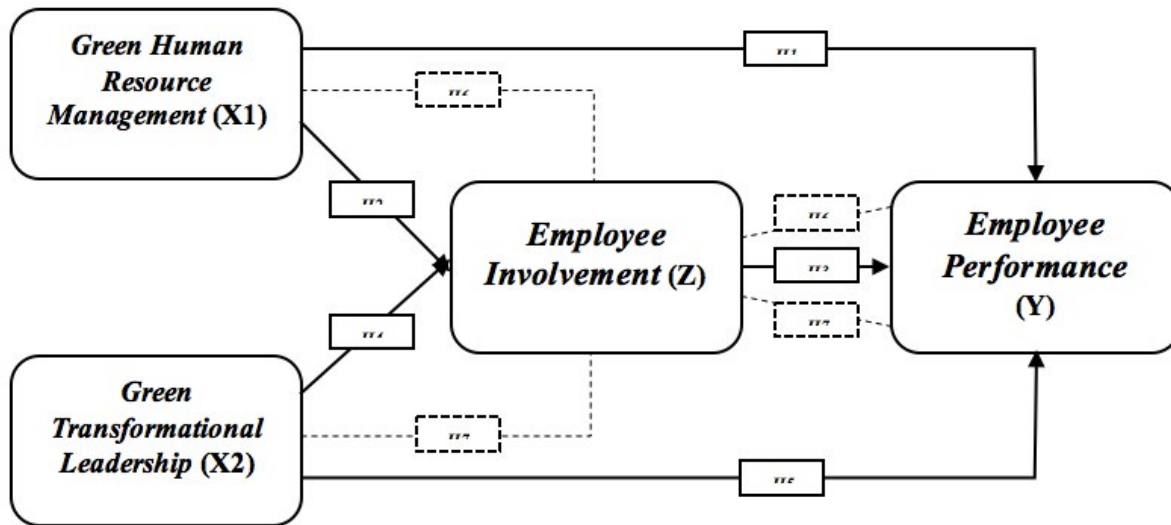


Figure 1. Research Model

### Population and Sample

The population of this study includes all employees from 3 places, namely Tunas Wisata Goa Pindul, Goa Pindul Wirawisata, and Dewa Bejo Goa Pindul, with a total of 165 employees. Sampling used a random sampling, technique using quota sampling. where the entire population of 165 employees was used as the research sample.

### Method of Collecting Data

The research used questionnaires, interviews and documentation as data collection methods. Questionnaires were used for quantitative data from employees at 3 Pindul cave tours, while interviews with Human Capital provided more in-depth information. Documentation records information from publication sources that support research. With this combination of methods, research obtains comprehensive and representative data.

## 4. Analysis of results

### General Description of Research Respondents

**Table 1.** Respondents Profile

Category	Number of Respondents	Percentage (%)
Age		
< 20 Years	6	3.63
21-30 Years	34	21.6
31-40 Years	72	43.63
41-50 Years	41	24.85
> 50 Years	12	7.27
Gender		
Man	129	78.18
Woman	36	21.81
Last Education		
Junior High School	31	18.78
Senior High School	94	56.96
Diploma	15	9.09
Bachelor	20	12.12
Postgraduate	5	3.03
Length of Work		
< 1 Year	48	29.09
1 - 5 Years	72	43.63
> 5 Years	45	27.27
Total	165	100

Source: Primary data processed by researchers, 2024.

Employees at the 3 Pindul Cave tourism managers are dominated by millennials (<40 years) as much as (68.86%), with 78.18% male. The majority of respondents have a senior high school educational background 56.96%, with work experience between 1 - 5 years 43.63%.

## Means and Loading Factors of Respondents Answers

**Table 2.** Mean/ Average Results and Factor Loadings for All Variables

Variable	Questionnaire Statement	Mean/ Average	Loading Factor
Green Human Resource Management (X1)	My company has entrust various not quite enough answer related protection environment For every position in organization.	2.67	0.745
	The company has enter need environmental and social in description tasks and specifications.	2.6	0.762
	My company enter capability friendly environment as element main inside specification work.	2.51	0.790
	My company design and implement position innovative work, which shows importance problem protection environment.	2.57	0.778
	Our company covers criteria “awareness green (awareness environment)” in utilization source power the human inside policy.	2.66	0.764
	Our organization is interesting candidate who considers important apply criteria friendly environment for create brand friendly company environment.	2.59	0.751
	My company own environment possible communication spread knowledge green, skills, and goals.	2.62	0.780
	My company identify who needs it training in the field environment life management.	2.7	0.767
	My company use element protection environment as element main in theme education green.	2.68	0.772
	Organization I give training management environment to increase awareness, skills, and knowledge employee about management environment.	2.5*	0.714
	Criteria green used or evaluate performance employees in the company.	2.76	0.736
	System compensation in our organization recognizes and gives award on contribution made to protection environment.	2.59	0.777
	My company value acquisition Skills friendly environment.	2.72	0.735
	My company value participation in educational programs friendly environment.	2.68	0.778
	My company give award on his contribution to management environment through non- monetary rewards like paid leave paid, leave special, gift to employees and their families.	2.55	0.714
	My company set objective friendly environment employee.	2.82**	0.742
	My company provide his employees training green for promote values green.	2.65	0.783
	My company provide training employee friendly environment for develop knowledge and skills required employees for greening management.	2.55	0.776
	My company consider behavior friendly on-site environment work in performance evaluation.	2.7	0.784
	My company relate with behavior friendly on-site environment work to rewards and compensation.	2.63	0.779
My company consider behavior friendly on-site environment work in promotion.	2.7	0.802	



Green Transformational Leadership (X2)	Leader inspiring subordinate with plan environment.	2.55	0.735
	Leader give vision clear environment to subordinates.	2.76	0.756
	Leader push subordinate for do plan environment.	2.88**	0.832
	Leader push employee for reach objective environment.	2.76	0.790
	Leader consider confidence environment his subordinates.	2.76	0.837
	Leader project innovation friendly environment inspiring member project with plan environment.	2.54	0.810
	Leader project innovation green provide vision clear environment for followed by members project.	2.64	0.786
	Leader project innovation friendly environment get member project for work the same for the same thing objective environment.	2.53	0.790
	Leader project innovation friendly environment give spirit member project for reach objective environment.	2.69	0.794
	Leader project innovation friendly environment act with consider confidence environment from member project.	2.61	0.832
	Leader project innovation friendly environment stimulating member project for think of friendly ideas environment.	2.52*	0.805
	Leader motivating employee for come up with friendly ideas environment.	2.8	0.815
	Leader work with employee for reach objective environment green.	2.85	0.776
	Leader require employee for obey policy environment.	2.81	0.800
	Leader give clear vision about environment to his employees.	2.74	0.751
Leader push employee for think about degradation environment.	2.75	0.775	

	I think matter the most important thing that happened to me is involvement in self inside work.	2.43*	0.748
	I believe enjoyment the most together life I sourced from work.	2.71	0.790
	I believe I live, eat, and breathe with work.	2.69	0.842
	When superior I assign something work/tasks, I feel truly will accept it.	2.74	0.807
	I feel proud together my job run.	2.9**	0.745
	I am proud introduce self by department.	2.71	0.734
	I always arrived at the place work at the expected/right time.	2.64	0.776
	By general I not a person who likes it absenteeism.	2.72	0.803
	I mobilize effort level tall for carry out task/ work.	2.64	0.827
	I speak positive about organization I when interact with other people.	2.71	0.785
	I do not have intention for withdraw self from my job.	2.83	0.780
	I tried achieve task suitable with what is expected by the organization.	2.7	0.801
Employee Engagement (Z)	I have significant influence to my task do.	2.71	0.742
	I have enough influence big to speed work I in a way general.	2.64	0.772
	I have great influence in carry out assigned job to do.	2.64	0.822
	I have significant influence to method I do work.	2.72	0.811
	I have enough influence big to time start/end day work.	2.76	0.759
	Manager give information about change in method organization operate with good.	2.7	0.750
	Manager in a way effective give know I about change staff happened.	2.75	0.758
	Manager give clear information about change in method I do work.	2.79	0.791
	Manager give adequate information about problem finance to staff.	2.67	0.767
	Manager in a way good request opinion I as employee.	2.79	0.805
	Manager respond with good to my suggestion give as employee.	2.76	0.735
	Manager give chance to employee for influence decision end.	2.68	0.738
	I'm enough satisfied with level involvement I in taking decision.	2.69	0.760

Employee Performance (Y)	My performance year then very good.	2.68	0.803
	I reached objective I in a way regular.	2.82	0.790
	Personal goals I in a way direct support objective organization.	2.81	0.798
	I live until job done.	2,9	0.729
	I have confidence against ability me in working.	2.73	0.753
	I do activity work I with good.	2.67	0.789
	Skills I good in work.	2.72	0.822
	Competence I good for performance work.	2.78	0.766
	My decision in work I is in hand.	2.74	0.812
	I am independent in work.	2.81	0.742
	Every time I work, me prioritize service public.	2.72	0.769
	The company commissioned positions important.	2.68	0.829
	Leader I often set mandatory task as well as request I do work I with ability best.	2.59*	0.725
	I want to always work with maximum.	2.62	0.824
	I have time for gather with family I after coming home work.	2.66	0.765
	Room place I very supportive work I in increase quality work.	2.73	0.765
	I always work more from commitment.	2.86**	0.781
	The company delivers training work in a way periodically.	2.83	0.761
	The company delivers training work routinely.	2.72	0.774
	Work load / tasks assigned in accordance ability.	2.64	0.768

Source: Primary data processed by researchers, 2024.

Note: The sign (\*) shows the lowest mean/ average value and the sign (\*\*) shows the highest mean/ average value. Based on Table 2, the Loading Factor results show that there are no invalid Loading Factors because all values are >0.70 (Chin & Marcoulides, 1998).

## 5. Analysis test results

### Outer Model Testing

#### Convergent Validity Test and Average Variance Extracted (AVE) Test

**Table 3.** Construct Validity (AVE & Commuality)

Construct	Average Variance Extracted (AVE)	Commuality
Green Human Resources Management (X1)	0.583	0.583
Green Transformational Leadership (X2)	0.629	0.629
Employee Engagement (Z)	0.606	0.606
Employee Performance (Y)	0.607	0.607

Source: SmartPLS 3, data processed by researchers, 2024.

Green Human Resource Management (X1), Green Transformational Leadership (X2), Employee Involvement (Z), and Employee Performance (Y), meet the validity criteria with Loading Factor >0.70, AVE >0.50, and Commuality >0,50. This shows good convergence of all variables, meeting the standards of good construct validity.

#### Reliability Test (Composite Reliability & Cronbach’s Alpha)

**Table 4.** Reliability Test Results (Composite Reliability & Cronbach’s Alpha)

	Cronbach’s Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Green Human Resource Management (X1)	0.964	0.965	0.967	0.583
Green Transformational Leadership (X2)	0.961	0.961	0.964	0.629
Employee Engagement (Z)	0.973	0.973	0.975	0.606
Employee Performance (Y)	0.966	0.966	0.969	0.607

Source: SmartPLS 3, data processed by researchers, 2024.

The reliability test results in Table 4 show satisfactory figures, with the values of all variables exceeding the threshold of 0.70, indicating the consistency and stability of the instruments used. All constructs in this research function as appropriate measuring tools and have good reliability.

## Discriminant Validity Test

**Table 5.** Results of AVE Root Values and Correlation between Constructs in the Fornell Larcker Criterion Column

	Green Human Resource Management (X1)	Green Transformational Leadership (X2)	Employee Engagement (Z)	Employee Performance (Y)
Green Human Resource Management (X1)	0.764			
Green Transformational Leadership (X2)	0.952	0.793		
Employee Engagement (Z)	0.951	0.953	0.778	
Employee Performance (Y)	0.933	0.935	0.957	0.779

Source: SmartPLS 3, data processed by researchers, 2024.

Referring to the data processing results in Table 5, it can be said from the test with the AVE roots that the model has good Discriminant Validity.

## Inner Model Testing

**Table 6.** Results of R-Square Value (R<sup>2</sup>)

	R-Square	R-Square Adjusted
Employee Engagement (Z)	0.928	0.928
Employee Performance (Y)	0.923	0.922

Source: SmartPLS 3, data processed by researchers, 2024.

Involvement (Z) (92.8%) is explained by GHRM (X1), GTL (X2), and employee performance (Y). Likewise, most of the variability in employee performance (Y) (92.3%) is explained by GHRM (X1) and GTL (X2).

## Goodness of Fit Index (GoF)

**Table 7.** Results Using the Blindfolding Technique in The Construct Crossvalidated Community Section

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Green Human Resource Management (X1)	3465,000	1597,961	0.539
Green Transformational Leadership (X2)	2640,000	1121,107	0.575
Employee Engagement (Z)	4125,000	1777,953	0.569
Employee Performance (Y)	3300,000	1453,262	0.560

Source: SmartPLS 3, data processed by researchers, 2024.

The larger the GoF value, the better the model fits. In the GoF value category, it is divided into three: 0.1 (weak), 0.25 (moderate), and 0.36 (large). In this research, the GoF value of 0.718 is interpreted as a large value, indicating that the measurement model and structural model are valid (Sarwono & Narimawati, 2015).

### Model Fit Test

**Table 8.** Model Fit Test Results

Indicators	Saturated Model	Estimated Model	Criteria
SRMR	0.036	0.036	acceptable if $\leq 0.08$
d_ULS	4,404	4,404	acceptable if $\geq 0.95$
d_G	7,415	7,415	acceptable if $P \geq 0.05$
Chi-Square	4763,411	4763,411	close to zero
NFI	0.696	0.696	acceptable if $\geq 0.90$

Source: SmartPLS 3, data processed by researchers, 2024.

From the output of Table 8, it can be seen that the SRMR value is 0.036 so that the model is appropriate or meets the Goodness of Fit Model criteria.

### Hypothetical Significance Test (Influence between Variables)

**Table 9.** Total Indirect Effect Test Results from Total Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Green Human Resource Management (X1) -> Employee Engagement (Z)	0.458	0.450	0.062	7,342	0,000
Green Human Resource Management (X1) -> Employee Performance (Y)	0.453	0.449	0.091	4,998	0,000
Green Transformational Leadership (X2) -> Employee Engagement (Z)	0.518	0.525	0.064	8,092	0,000
Green Transformational Leadership (X2) -> Employee Performance (Y)	0.504	0.509	0.096	5,269	0,000
Employee Engagement (Z) -> Employee Performance (Y)	0.639	0.629	0.111	5,773	0,000

Source: SmartPLS 3, data processed by researchers, 2024.

Analysis shows that GHRM (X1) has a direct and significant effect on Employee Performance (Y) (0.160), with an indirect effect through Employee Engagement (Z) (0.292, total 0.453, P Values = 0.000). GTL (X2) also has a direct effect on Employee Performance (Y) (0.174), with an indirect effect through Employee Engagement (Z) (0.331, total 0.504, P Values = 0.000).

## Effect of Intervening or Mediating Variables Test

**Table 10.** Indirect Effect Test Results from Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Green Human Resource Management (X1) -> Employee Engagement (Z) -> Employee Performance (Y)	0.292	0.285	0.075	3,904	0,000
Green Transformational Leadership (X2) -> Employee Engagement (Z) -> Employee Performance (Y)	0.331	0.328	0.060	5,506	0,000

Source: SmartPLS 3, data processed by researchers, 2024.

GHRM (X1) and GTL (X2) have a significant impact on Employee Performance (Y) through Employee Engagement (Z), with P Values <0.05.

## 6. Discussion

### Green Human Resource Management (GHRM) Has a Positive and Significant Impact on Employee Performance

This research found that the Pindul cave tourism company has successfully implemented a GHRM strategy that supports environmentally friendly practices, such as setting environmentally friendly goals. It can be seen from the results of this research (Table 2) that indicator X1.16 is known: "My company sets environmentally friendly goals for employees." having the highest average means that the Pindul cave tourism industry has succeeded in implementing strategies and policies that support environmentally friendly practices and motivate employees to participate in the company's sustainability efforts through setting environmentally friendly goals (Saputra et al., 2024). GHRM implementation creates a work climate that supports sustainability values, increases employee pride in their contribution to the environment, and stimulates a sense of

social responsibility. Employees engage in sustainability activities, adopt sustainable behavior at work, and contribute ideas and innovations that support the company's environmental goals. It also relates to increasing employee skills and knowledge in environmental sustainability, improving employee performance and competitiveness in a sustainability-oriented job market. With this improvement, in the medium and long term it will create sustainable employee performance. sustainable performance will drive an employee performance culture.

### Green Human Resource Management (GHRM) Has a Positive and Significant Impact on Employee Engagement

GHRM has a positive and significant impact on employee engagement by integrating sustainable HRM practices. Employees feel emotionally connected to the company's sustainable goals and are proud of their contributions. It can be seen that the highest mean value in the results of this research (Table 2) is indicator X1.16: "My company sets environmentally friendly goals for employees." and Indicator Z.5: "I feel proud of the work I do." which means employees feel emotionally connected to the company's

sustainable goals and feel proud of their contribution to making them happen, which in turn can increase their motivation and engagement at work. GHRM influences employee engagement through sustainable recruitment and selection practices and reward systems that encourage participation in sustainable initiatives. Employees who are involved in sustainability efforts tend to be more productive and creative, and active in sustainability activities at work. GHRM implementation creates a dynamic and sustainable work environment, encouraging continued involvement from all team members.

### **Employee Engagement Has a Positive and Significant Influence on Employee Performance**

Employee engagement is key in creating a productive and dynamic work environment. As seen in the results of this research (Table 2), indicator Z.5 is known: "I feel proud of the work I do." having the highest average means that employees who feel proud of the work they do tend to have a high level of engagement. Employees who take pride in their work tend to be more involved, committed, and take the initiative in collaborating and providing innovative ideas. This engagement increases job satisfaction, forms positive work relationships, and strengthens team collaboration. By encouraging employee engagement, organizations invest in long-term success and competitiveness. Employee engagement by involving a sense of pride will increasingly achieve performance with a positive emotional feeling. This engagement becomes the reality of employee performance as a form of shared ownership between employees and the business.

### **Green Transformational Leadership (GTL) Has a Positive and Significant Influence on Employee Engagement**

Mean/average value seen in the results of this research (Table 2) is known as indicator X2.3: "Leaders encourage subordinates to work on environmental plans." and Indicator Z.5: "I feel proud of the work I do." which means that employees feel encouraged by the leadership to implement environmental plans, and as a result, they feel proud of their contribution in achieving the organization's sustainability goals to be actively involved in the Pindul cave tourism industry to be sustainable. GTL plays a role as agent change that inspires, motivates and influences employee for involved in a way active in effort organization reach objective continuity (Evina et al., 2024). GTL Leaders have traits like strong vision, ability clear communication and skills in grow strong bond with team. They push participation active employee in taking decision, give support, and pay attention need individual. GTL leaders also create culture work innovative, delivering support strong to contribution sustainability, and paying attention employee personal growth. With put forward aspect sustainability and responsibility answer social, GTL created connection emotional between employees and mission continuity organization. This matter produces inspired, engaged, and owned employee satisfaction intrinsic in contribution them on the environment and society.

### **Green Transformational Leadership (GTL) Does Not Have a Significant Influence on Employee Performance**

GTL is getting better focusing on aspects continuity environment and development personal, however not enough give emphasis on performance work traditional like



productivity or efficiency (Özgül & Zehir, 2021). It can be seen from the results of this research analysis (Table 2) that indicator X2.11: "Leader project innovation friendly environment stimulating member project for think of friendly ideas environment." has the lowest average, meaning that leadership that focuses on innovation and environmentally friendly ideas has not received enough emphasis or does not relevantly influence employee capacity. Although GTL's focus is on sustainability environment and development personal can bring benefit period long for organization in create environments sustainable work and more employees involved in a way comprehensive (Zhang et al., 2020). Although emphasis on aspects continuity environment and development personal possible reduce focus direct to innovation and friendly ideas environment, approach This Still valuable in create culture sustainable work (Mansoor et al., 2021). this research elucidates how and why the synergy of green HR practices and green strategies stimulate green creativity. It also explores the possible mediation effect of green transformational leadership (TFL The involvement between employees and leaders will accelerate the process of achieving sustainable employee performance. This performance will be a source of pride for employees as well as for leaders. Business growth will not be achieved without both.

### **Green Human Resource Management (GHRM) Has a Positive and Significant Impact on Employee Performance through Employee Involvement**

GHRM is capable create culture motivating work involvement employee in effort sustainability and improving performance agency (Zaid et al., 2018). The highest mean/average value can be seen in Table 2, known as indicator X1.16: "My company

sets environmentally friendly goals for employees." and Indicator Z.5: "I feel proud of the work I do.", which means employees feel involved in the company's efforts to achieve sustainability goals, especially in environmentally friendly HRM. Implementation of GHRM in industry Pindul cave tourism motivating employee guard sustainability nature and culture local, improve performance in give experience responsible tourism answer (Mwita, 2019). GHRM has an impact positive to involvement employees and performance whole organization sensitive tourism to environment (Zhang et al., 2019). GHRM practices, such as training and development programs, improve involvement employee in initiative continuity (Aboramadan, 2022). The higher the employee engagement, the stronger the GHRM practice will be and drive employee and business performance at the same time. This togetherness will bind employees in GHRM, so that in the long term it will be very beneficial.

### **Green Transformational Leadership (GTL) Has a Positive and Significant Impact on Employee Performance through Employee Involvement**

Involvement employee via GTL build culture work sustainable and improving performance. Support leader to practice environment create environment motivating work. The highest mean/average value can be seen in Table 2, known as indicator X2.3: "Leaders encourage subordinates to work on environmental plans." and Indicator Z.5: "I feel proud of the work I do.", which means that the encouragement and support provided by the leadership in terms of environmental practices creates a work environment that is motivating and proud, ultimately encouraging employees to do their best in

their work. Implementation of GTL in Pindul cave covers training awareness environment, incentives, and participation employee in taking decision. GTL leaders are expected become role model and communicate importance continuity environment (Arshad, 2020). GTL pushed employee for adopt values sustainability, improving engagement, and promoting innovation (Su et al., 2020). Involvement employee involve aspect emotional, cognitive, and behavioral, with GTL acting as catalyst for increase performance employee through involvement (Zafar et al., 2017). With culture supportive work sustainability, is expected performance employee in reach objective sustainability is also improving (Sanusi et al., 2023).

## 7. Conclusion

Based on the latest research on the Pindul cave tourism industry in 2024, the implementation of Green Human Resource Management (GHRM) has a significant impact on employee capacity and employee engagement, with practices such as setting environmentally friendly goals and providing incentives for participation in sustainable initiatives. Meanwhile, Green Transformational Leadership (GTL) influences employee engagement, although it does not directly affect their work capacity. Employee involvement plays an important role in linking GHRM and GTL with employee performance, which emphasizes the importance of involvement in achieving optimal performance in a sustainable work environment in tourism destinations such as Pindul cave.

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