



# Green Training, Green Recruitment, and Green Transformational Leadership on Employee Performance in Retail Store

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**Purpose:** This study aims to investigate how green training, green recruitment, and green transformational leadership affect employee performance at self-service retail in Yogyakarta, Indonesia.

**Study design/methodology/approach:** The study was carried out with a quantitative methodology and application of a quantitative research strategy, specifically by giving respondents questionnaires. There are 214.000 respondents in this research population, while with the Slovin formulation, a sample of 178 respondents was obtained. The Cluster Sampling technique is applied in Probability Sampling to take the sample. Utilising the variance-based Structural Equation Modeling (SEM) methodology, the SmartPLS program version 4.0 was tested for validity and reliability using an analytical tool.

**Findings:** The research results show that Green Training has a significant positive effect on Employee Performance, Green Recruitment has a significant positive effect on Employee Performance, and Green Transformational Leadership has no significant effect on Employee Performance.

**Originality/value:** This research contributes to research on retail companies where research is rarely conducted, especially on green management research, from an employee perspective.

## Introduction

The retail sector in Indonesia is the fastest expanding in Asia, accounting for over 13% of the country's GDP (Statista, 2023). Indonesia has a comparatively big population of more than 270 million people, a growing middle class with increasing purchasing power, and a millennial generation with higher spending habits. The retail market in Indonesia is expected to be worth roughly USD 133.5 billion in 2021. This figure will likely rise further, reaching nearly 243 billion dollars by 2026 (Statista, 2023). This statistical data shows that a company's success is inextricably linked to the calibre of its human resources, one of which is supermarket retail in Yogyakarta, Indonesia. Maintaining the calibre of human resources is a priority to meet business objectives, one of which is business development while still paying attention to environmental protection to lead to more formal processes and organisational levels (Boiral et al., 2015). Given that performance is the essential component of any organisation's efficacy and success, employee performance will invariably be a problem due to this fact (Indrasari, 2017). To have good employee performance, supporting factors are needed in the organisation. The organisation uses several strategies to raise employee performance, including Green Training (Tang et al., 2018), Green Recruitment (Arulrajah et al., 2016), and Green Transformational Leadership (Singh et al., 2020).

Green training is one factor that supports human resources to have good quality and performance. The social exchange theory, which highlights the reciprocal effect on long-term relationships between stakeholders in the organisation, is specifically applied to explain the effect of green training. It occurs when staff members see the value of what the company offers and feel obligated to give something back (Paillé et al., 2014). Employees will behave reciprocally toward their employers when training programs and environmentally friendly options are offered (Zibarras & Coan, 2015). Employees' skills and competencies can be enhanced through green training to the point where they can help the firm achieve its objectives (Mehta & Chugan, 2015). If green training is not undertaken, there will be a decrease in employee growth and an increase in their understanding, attitudes, knowledge, and abilities to support environmentally friendly workplace initiatives (Zoogah, 2011). Furthermore, green training is necessary to ensure that employee chances for producing environmentally friendly programs, including waste reduction and energy saving in the workplace, function smoothly (Teixeira et al., 2016).

Environmentally conscious businesses have established their own environmental policy frameworks. The company requires an environmentally oriented workforce to realise the environmental policy that has been set (Mandip, 2012). As explained earlier, green training can create a company's environmentally oriented workforce; additionally, one of the most crucial ways businesses can demonstrate an environmentally friendly focus and emphasis in recruitment is through green recruitment. This involves attracting candidates who are enthusiastic about environmentally friendly practices and selecting them using an environmentally friendly approach (Walker et al., 2011). Accordingly, employers who share this mentality favour hiring workers who adopt an environmentally friendly work style and value the company's attempts to incorporate green components into its operations (Urbancová et al., 2015). These organisations typically favour hiring staff members with an eco-friendly mindset and approach their work and future career opportunities with a green perspective (Guerci et al., 2016). Businesses that use green recruitment practices will see improvements in environmental performance (Mishra, 2017). Ultimately, the contribution to reaching the organisation's environmental goals is not aligned with the intended target if green recruitment is not implemented. This is because recruiting the potential employees required to carry out the business's environmental management initiatives will not function well (Arulrajah et al., 2016). A company must have leadership that leads to more advanced changes and better development (Carton et al., 2014). This needs to be supported by implementing green transformational leadership in the company. A transformational leader can feel support and recognition as well as recognition (Lee et al., 2013). Long-term objectives can be accomplished when a company with a transformational leader fosters its workforce and instils a strong sense of morality and motivation (Ojedokun, 2018). In conclusion, it has been found that transformational leaders are typically more successful and upbeat, encouraging staff members to adopt environmentally friendly practices that are advantageous to the company and its members (Khan et al., 2021). If a company does not implement transformational leadership, it will make people unable to see the abilities of employees and will have difficulty in inspiring employees to achieve what can be achieved (Saleem et al., 2019).

### **Literature Review and Hypothesis Development**

The Theory of Performance, upon which this research is founded, states that an individual's future cumulative achievement is based on the interplay between their total performance level and work hours. While time spent at work is influenced by the degree of motivation for the task and other activities resulting from personal knowledge, beliefs, and conceptions, as well as incentives and opportunities through the mediation of the environment that encourages action, the overall level of performance while at work is influenced by efficiency arising from the

nature of the current task and some personal abilities; hereditary factors and the formative environment (growing and development in the past) have an impact on an individual's personal conceptions, abilities, motivations, knowledge, and beliefs (Atkinson & Raynor, 1974).

Since performance is the cornerstone of any organisation's efficacy and success, it will always be a real problem in the workplace (Mensah, 2015). Qualified human resources support the efficiency and success of efficient or functioning organisations (Akter, 2016). Performance is defined as the results of employee work, regardless of the results; systematically regarding employee performance, it is not interpreted as good or bad or the high and low results of one's work (Arulrajah et al., 2016). However, systematic employee performance as a form of work results in both quantity and quality in accordance with time efficiency and responsibilities given based on abilities and job descriptions (Paais & Pattiruhu, 2020). This can be seen in employees' personalities, contributions and potential to achieve one or more specific goals (Alefari et al., 2020).

Human resources should be created with good quality and performance to improve positive organisational performance, namely by implementing green training (Tang et al., 2018). Green training is defined as a systemic attempt to change or improve knowledge, skills and attitudes through learning experiences to achieve efficient performance on all tasks (Pham et al., 2018). If an organisation does not implement green training, staff members' suggestions and actions to save the environment, such as reusing and recycling garbage, solving environmental issues, or locating pollution sources, may decrease (Labella & Martínez, 2019). Green training is viewed as an environmental policy to give people the necessary information, behaviours, and attitudes in the context of environmental friendliness (Khan et al., 2021). Furthermore, green training is believed to be an essential organisational or human component (Mishra, 2017).

Green recruitment has been viewed as a crucial element in enhancing employee performance so organisations can draw in and choose applicants who share their commitment to environmental issues (Renwick et al., 2013). In the selection process, there are relationship factors between employees and management and possible ways for improvement for the benefit of an organisation (Ahmad, 2015). These interests will be considered when deciding which potential hires can uphold the environmental values that the company upholds and who perform well in line with the environmental culture of the company (Urbancová et al., 2015). If a company does not practice green recruitment, it will have trouble attracting potential employees who will carry out its environmental management initiatives. Ultimately, this will not contribute to the organisation's environmental goals being met to the desired level. (Arulrajah et al., 2016). The process of employing individuals within the company who possess the knowledge, abilities, and behaviour of the environmental management system is known as "green recruitment" (Mishra, 2017).

Due to pressure from various stakeholders, including governments, customers, communities, and rival businesses, companies must now take responsibility for addressing environmental challenges (Neubert et al., 2013). This means that it is necessary to develop leaders who take an active stance on environmental issues (Alt & Spitzbeck, 2016). Applying green transformational leadership in this way encourages staff members to strive toward a common goal for the facility's environmental future to function more smoothly and effectively (Afsar et al., 2017). If green transformational leadership is not applied in a company, it will make employees unable to see their abilities and have difficulty inspiring them to achieve what can be achieved (Saleem et al., 2019). With companies having leaders who have the initiative to implement green transformational leadership, it can increase the level of awareness concerning the goals to be achieved and encourage employees to be innovative so that it will produce

stimuli in the form of responses that are realised in the form of maximum performance (Singh et al., 2020).

### ***Green Training on Employee Performance***

Green training is one of the most promising initiatives for companies to guarantee that workers can advance their abilities to accomplish company objectives (Zaid et al., 2018). The human resources department plays a crucial role in supporting this by analysing training needs and making the best option for environmental training by considering environment-based employees' skills and knowledge gaps (Mashala, 2018). When businesses focus more on fostering an environmentally friendly work environment and allowing employees to acquire the requisite information and skills, green training is defined as environmentally friendly employee behaviour (Pinzone et al., 2019). In order to accomplish environmental goals, green training refers to a set of activities that encourage staff members to acquire knowledge about environmental preservation and pay attention to significant environmental issues (Mozammel, 2019). Employees who receive green training will be better equipped to recognise environmental issues and determine the best ways to address them (Jerónimo et al., 2020). Employee performance is enhanced when employers train staff members on corporate environmental policies, practices, and behaviours that promote disseminating environmental values (Xie et al., 2020). Additionally, the organisation's vision and goal will be realised by encouraging people to develop the expected competencies (Mousa & Othman, 2020).

H1: "Green Training has a positive and significant effect on Employee Performance".

### ***Green Recruitment on Employee Performance***

One way to enter an organisation is through recruitment (Green et al., 2018). It allows the company to draw in a large pool of applicants so that the best candidates can be chosen to join (Chaudhary, 2018). To reduce environmental effects, green recruitment refers to a paperless hiring process that uses online tools, including email, application forms, and video-based interviews (Mwita, 2019). From this point of view, organisations make every effort to ensure environmental sustainability in the workplace; organisations must know and design green pathways to attract and recruit talented candidates (Leidner et al., 2019). Consequently, the corporate organisation's environmental culture should be integrated into the recruitment and selection process while considering the company's long-term goals (Roscoe et al., 2019).

Additionally, this would make it simpler for businesses to teach recently hired staff members green environmental practices and culture. When evaluating employee performance, businesses want to consider recruiting individuals who can fulfill their primary tasks and obligations while conserving and safeguarding the environment in an environmentally conscious way (Amrutha & Geetha, 2020). Thus, it would be wise to choose bright workers who can complete an orientation program that includes learning about environmental sustainability and demonstrating their dedication to the company's green objectives (Azorin et al., 2021).

H2: "Green Recruitment has a positive and significant effect on Employee Performance".

### ***Green Transformational Leadership on Employee Performance***

In a dynamic market, transformational executives clearly envision the company's present and future actions (Buil et al., 2019). To get employees to believe in their unique vision, leaders must establish it, have a strong belief in it, and then define and communicate it to them convincingly (Juliyando & Saputra, 2023). However, the term "green HRM" refers to the environmentally friendly aspect of HRM techniques, which are intended to assist organisations in identifying, nurturing, encouraging, and maintaining environmentally friendly work practices within their workforce (Zuraik & Kelly, 2019). Green transformational leadership

represents top management's values and beliefs (Mysirlaki & Paraskeva, 2020). Attaining a high level of leadership values requires a thorough understanding of social behaviour, which can be done by repeatedly observing moral leadership behaviours and reinforcing these behaviours in employees through the use of various rewards and punishments to correct destructive behaviours and guide them toward desired ones (Grošelj et al., 2021). Green transformational leadership is essential to developing eco-friendly HRM practices and policies that enable businesses to realise their predefined goals and strategies and maximise employee performance (Sun et al., 2022).

H3: "Green Transformational Leadership has a positive and significant effect on Employee Performance".

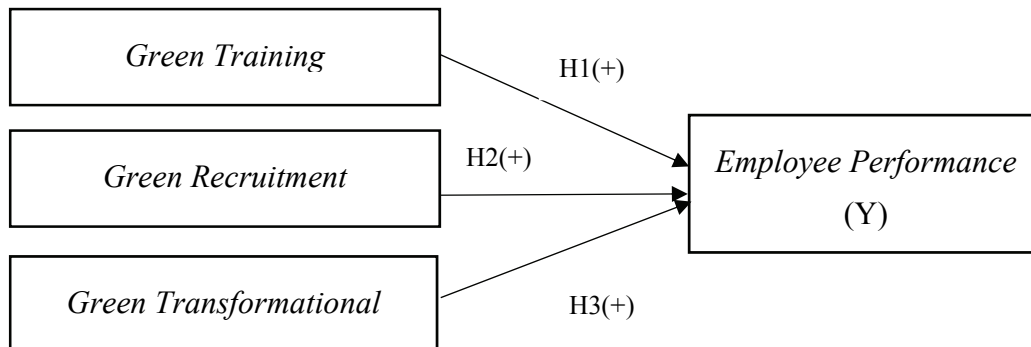


Figure 1: Research model

### Research Methodology

The researcher sets certain variables to be studied to develop conclusions about the phenomenon being studied (Radjab & Jam'an, 2017). The research variable consists of the Independent Variable (X), which consists of Green Training, which is adopted by Chaudhary (2019), Green Recruitment which is adopted by Arulrajah et al. (2016) and Green Transformational Leadership which is adopted by Mi et al., (2019) and also consists of a Bound Variable or Dependent Variable (Y), namely Employee Performance which is adopted from (Pradhan & Jena, 2017).

### Population and Sample

Komariah and Satori (2017) define a population as a generalisation area that comprises persons or objects with particular attributes chosen by researchers for analysis and subsequent conclusion drawing. There are 214.000 respondents in this research population, while with the Slovin formulation, a sample of 178 respondents was obtained.

### Method of Collecting Data

Purposive sampling with double sampling methodology was employed as the sample selection method in this investigation. The Double Sampling technique is often used by researchers in the field where the sample that has been obtained is still less than what has been needed; sampling will be carried out again, for example, the questionnaire that has been distributed to a group is still lacking, so the researcher will re-distribute the questionnaire to a different group until the required sample is met.

### Data Analysis

Validity test analysis, structural test analysis, reliability test equation modelling, and hypothesis testing are the types of analyses utilised in this study. The SmartPLS 4 research tool is also utilised. In this instance, researchers measure using the Likert Scale, 1 to 5. Inferential statistics are used in this analysis method. Raw data from instrument quality tests utilised in the outer

model. While convergent validity and discriminant validity are used to test validity, with convergent validity with outer loading factor  $> 0.70$  (Chin, 1998) and discriminant validity with average variable extract (AVE)  $> 0.50$  (Hair et al., 2014), instrument quality raw data test using a reliability test with the method used, namely Cronbach's Alfa And Composite Reliability  $> 0.7$  (Werts et al., 1974). *Goodness-of-fit* determines the inner model (Bentler & Bonett, 1980). This individual performed structural Structural Equation Modelling analysis by using SmartPLS ver. 4.0 software.

### ***Definition of Operational Variable***

An operational variable definition aims to transfer knowledge from one research study to another regarding the appropriate way to evaluate a variable (Pandjaitan & Ahmad, 2017). The operational definitions of the variables used in this study are as follows:

**Table 1: Operational Variable**

<b>Variable</b>	<b>Operational Definition</b>	<b>Indicator</b>
<i>Green Training</i> (Tang et al., 2018) (Chaudhary, 2019)	Green training is a set of exercises that encourages staff members to become knowledgeable about environmental issues and develop protective skills for the environment, both of which are essential for accomplishing environmental goals.	<ol style="list-style-type: none"> <li>1. Develop an environmental management training program.</li> <li>2. Promoting eco-friendly values</li> <li>3. Creating employee involvement in environmental management</li> <li>4. Develop knowledge and skills in green management</li> </ol>
<i>Green Recruitment</i> (Guerci et al., 2016) (Arulrajah et al., 2016)	Green practices in recruitment aim to implement green practices and approaches in attracting employees and selecting candidates with enthusiasm for green practices. Green recruitment is one of the most important elements for a business to show its focus and emphasis on the environment.	<ol style="list-style-type: none"> <li>1. Eco-friendly candidate</li> <li>2. Eco-friendly criteria</li> <li>3. Eco-friendly policy</li> <li>4. Concern and interest in the environment</li> <li>5. Choosing environmentally conscious applicants</li> </ol>
<i>Green Transformational Leadership</i> (Saleem et al., 2019) (Mi et al., 2019)	Green transformational leadership is characterised as a transformational leadership strategy that can help staff members acquire strong moral convictions and motivation to accomplish long-term objectives.	<ol style="list-style-type: none"> <li>1. Leaders who put the interests of the organisation first</li> <li>2. Leaders who are willing to share the ups and downs</li> <li>3. Leaders who inform about business philosophy and prospects</li> <li>4. Leaders who have a sense of purpose, skill and a sense of innovation</li> <li>5. Leaders who communicate a vision of the future</li> <li>6. Leaders who are willing to help employees solve problems</li> <li>7. Leaders who have a sense of professionalism and initiative</li> <li>8. Leaders who encourage</li> </ol>
<i>Employee Performance</i> (Alefari et al., 2020) (Pradhan & Jena, 2017)	Employee Performance is dynamic and can significantly impact the overall performance of the organisation and its sustainability; with this in mind, companies and human resource management departments are responsible for measuring employee performance.	<ol style="list-style-type: none"> <li>1. High standard of work</li> <li>2. Vigor in doing work</li> <li>3. Can handle multiple job tasks</li> <li>4. Complete tasks on time</li> <li>5. High-performance</li> <li>6. Managing and coping with change</li> <li>7. Ability to effectively manage a work team</li> <li>8. Job flexibility</li> </ol>

## Research Results

### *Descriptive Analysis of Respondents*

The following table illustrates how the respondents' descriptive findings by gender, age, level of education, and years of service as in the table below:

**Table 2: Descriptive Analysis**

Variable	Total	Percentage (%)
<b>Gender</b>		
Male	76	42,7
Female	102	57,3
<b>Age</b>		
<21	25	14,0
21-25	34	19,1
26-30	72	40,5
31-35	28	15,7
>35	19	10,7
<b>Level of education</b>		
Yunior High School	20	11,2
Senior High School	124	69,7
Diploma 3 (D3)	18	10,1
Bachelor Degree (S-1)	16	9,0
<b>Years of service</b>		
<1 years	20	11,2
1-5 years	84	47,2
6-10 years	52	29,2
>10 years	22	12,4

From Table 2, it can be concluded that based on respondents who are 178 employees who are distinguished by gender, the most dominant gender is female, a total of 102 or 57.3%. Based on age, most have ages 26-30 years, a total of 72 or 40.5%. Based on the level of education, the most dominant at the Senior high school level amounted to 124 or 69.7%. Based on tenure, the most dominant has a tenure of 1 - 5 years, a total of 84 or 47.2%.

### *Average and Outer Loading*

**Table 3: Average or Outer Loading**

Variable	Questionnaire Questions	Average	Loading
Green Training (X1)	X1.1. To increase staff members' environmental knowledge, competence, and skills, my organisation creates environmental management training programs	3,88**	0,849
	X1.2. To encourage green ideals, my company offers green training to its staff	3,87	0,873
	X1.3. To encourage staff members' emotional engagement in environmental issues, our organisation has incorporated training	3,69*	0,863
	X1.4. In order to provide staff members with the information and abilities needed for green management, my organisation offers green training.	3,74	0852
Green Recruitment (X2)	X2.1. The organisation I work, Candidates who meet the requirements for environmental management are chosen by the company I work for based on their knowledge, abilities, attitudes, and actions	3,67*	0,815
	X2.2. The organisation I work for has included environmental criteria in the recruitment process.	3,85**	0,841
	X2.3. The organisation I work for reflects the organisation's environmental policy and strategy in its hiring policy	3,75	0,839

	X2.4. The organisation I work for considers a candidate's concern and interest in the environment as a selection criterion	3,84	0,813
	X2.5. The organisation where I work when opening vacancies, prefers applicants who are quite aware of greening	3,79	0,732
Green Transformational Leadership (X3)	X3.1. My superiors put the interests of the organisation first	3,86	0,861
	X3.2. My superiors work hard at their jobs and are open to sharing their happiness and sadness with their staff.	3,83	0,886
	X3.3. My superiors inform employees about the company's business	3,97	0,853
	X3.4. My superiors have a sense of purpose, skill and a sense of innovation.	4,12**	0,781
	X3.5. My superiors give his staff a clear picture of the future.	3,96	0,784
	X3.6. My superiors are prepared to assist staff members in resolving issues.	3,71*	0,782
	X3.7. My superiors exhibit initiative and professionalism.	3,93	0,751
	X3.8. My superiors encourage employees to grow	3,85	0,719
Employee Performance (Y)	Y1.1. In my work, I maintain high standards of work	3,87	0,812
	Y1.2. I am very passionate about my work	3,88**	0,806
	Y1.3. I can handle a wide variety of tasks to achieve organisational goals	3,69	0,859
	Y1.4. I complete the assigned tasks promptly	3,74	0,817
	Y1.5. I can manage changes at work very well in various situations	3,67*	0,837
	Y1.6. I am very comfortable with the flexibility of the job	3,85	0,746
	Y1.7. I always believe that mutual understanding among colleagues can produce solutions to problems that occur in the organisation appropriately	3,76	0,872
	Y1.8. I want to be a good example of organisational change among my colleagues from time to time	3,84	0,723

\* Lowest mean

\*\* Highest mean

Table 4 shows the results of the calculations; outer loading shows that all are valid and suitable for use because they are more than 0.7.

### Convergent Validity Test

**Table 4: Convergent Validity Test**

Variable	Cronbach's Alpha	Composite Reliability	AVE	Status
Green Training (X1)	0,882	0,919	0,738	Valid & Reliable
Green Recruitment (X2)	0,868	0,904	0,665	Valid & Reliable
Green Transformational Leadership (X3)	0,918	0,934	0,640	Valid & Reliable
Employee Performance (Y)	0,925	0,939	0,657	Valid & Reliable

Convergent validity is demonstrated in Table 4. To meet the requirement, you need to know that value. Cronbach's Alpha and Composite Reliability According to the statement that an extract variant or additional reliability test requires a minimum value of 0.5, the latent variable's reliability is deemed suitable if its value is > 0.70. The closer to 1, the more trustworthy (Sarwono, 2010). The distribution of respondents' answers for all variables comprising four variables and nineteen indicators is reasonably reliable. According to Sarstedt et al. (2014), an Average Variance Extracted (AVE) value of 0.50 signifies the validity of the AVE.



**Discriminant Validity (Fornell Larxker C)****Table 5: Discriminant Validity**

Variable	Green Training (X1)	Green Recruitment (X2)	Green Transformational Leadership (X3)	Employee Performance (Y)
Green Training (X1)	0,859			
Green Recruitment (X2)	0,831	0,809		
Green Transformational Leadership (X3)	0,849	0,839	0,800	
Employee Performance (Y)	0,961	0,947	0,876	0,810

The square root of each construct's Average Variance Extracted (AVE) is higher than the correlation between the two model constructs, indicating that the estimated model construct is discriminant (Fornell & Larcker, 1981).

**Goodness-Of-Fit Measures****Table 6: Goodness-Of-Fit Measures**

Indicator	Result	Criteria
SRMR	0,079	acceptable if $\leq 0.08$
d_ ULS	3,186	acceptable if $\geq 0.95$
d_ G	0,787	acceptable if $P \geq 0.05$
Chi-square	187,996	close to zero
NFI	0,989	acceptable if $\geq 0.90$

In Table 6, one of the tests on Goodness-of-Fit Measures for SEM used to assess the agreement between observed correlations or associations is the Standardized Root Mean Square Residuals (SRMR) test, as Table 7 illustrates. Most people concur that  $SRMR \geq 0.08$  is acceptable. Using SEM-PLS 4.0 software, the researchers' findings were 0.083. According to Bentler and Bonett's (1980) explanation, an SRMR value of less than 0.08 to 0.10 is still considered acceptable, which explains why the results of this research remain within the appropriate range. In addition, there is no link between the values of d\_ ULS (squared Euclidean distance) and d\_ G (geodesic distance), as the confidence intervals d\_ ULS and d\_ G were not derived using a "normal" bootstrap approach.

Furthermore, using Chi-square as the only model fit parameter is not recommended due to its sensitivity to sample size. If the sample size increases, a rising value of Chi-Square will follow, resulting in model rejection, even if the difference between the sample and model covariance matrices is small and moderate. Furthermore, NFI values follow the normal fit expectation and span from 0 to 1. The model is constructed better or more precisely when the value is nearer 1.

**Hypothesis (T-Statistics)****Table 7: Hypothesis (T-statistics)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1 Green Training -> Y1 Employee Performance	0,571	0,572	0,023	24,53	0,000
X2 Green Recruitment -> Y1 Employee Performance	0,487	0,486	0,022	21,74	0,000
X3 Green Transformational Leadership -> Y1 Employee Performance	-0,018	-0,018	0,014	1,329	0,184

Table 7. shows that Green Training has a positive value on Employee Performance, which is indicated by the original sample value of 0.571 and the P value of 0,000. Green Recruitment

has a positive value on Employee Performance, which is indicated by the original sample value of 0.487 and the P value of 0,000. Green Transformational Leadership’s value has no effect on employee performance, which is indicated by the original sample value of -0.018 and the P value of 0,184.

**Path Coefficients P values**

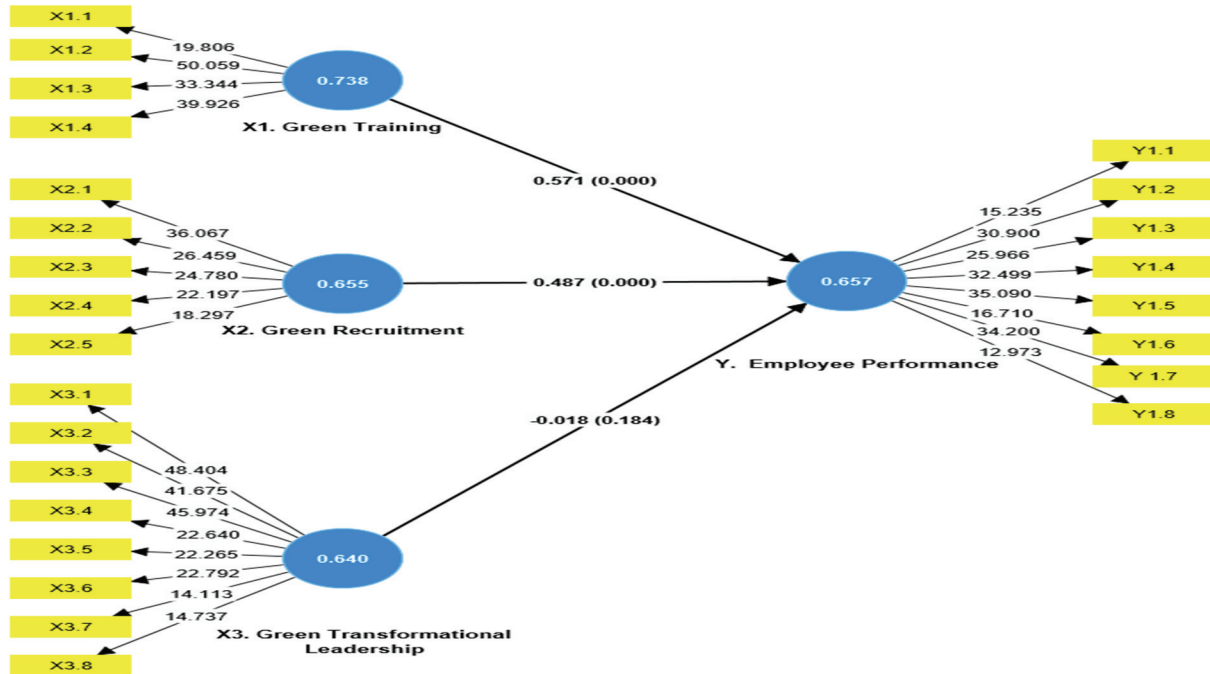


Figure 2: Path Coefficients P values

**Discussion**

**Green Training Has a Positive and Significant Effect on Employee Performance**

It is evident in the distribution of questionnaires on question X1.1. To increase staff members’ environmental knowledge, competence, and skills, my organisation creates environmental management training programs (highest mean), indicating that the program is well-designed. Human resource departments prioritise creating green training programs to enhance their staff members’ abilities to handle issues and obstacles that arise from green opportunities (Pinzone et al., 2019). This can help organisations or human resources develop and define sustainable competencies (Mozammel, 2019).

Employees who receive environmental protection training have a greater understanding of the fundamentals of environmental sustainability and are more perceptive to environmental controls and preventive measures, such as gathering data on waste and locating sources of pollution (Jerónimo et al., 2020). An environment fostered by green training can motivate all staff members to participate in environmental conservation initiatives (Khan et al., 2020). Employee performance will be enhanced by initiatives to promote environmental values through training (Xie et al., 2020).

**Green Recruitment Has a Positive and Significant Effect on Employee Performance**

It is evident in the distribution of questionnaires on question X2.2. The organisation I work for has included environmental criteria in the recruitment process (highest mean). This indicates that employers who share this mentality value hiring workers who adopt an eco-friendly work style and recognise the company’s attempts to incorporate green components into operations

(Urbancová et al., 2015). Additionally, these businesses favour hiring workers with an eco-friendly perspective and approach their work and future career opportunities as eco-friendly (Guerci et al., 2016).

Organisational attention to the environment is important to recruit environmentally friendly employees responsible for environmental issues to provide benefits to the company (Jabbour & De Sousa Jabbour, 2016). To get candidates who fit the category of environmentally friendly, they must meet the requirements of being sensitive to environmental issues and wholeheartedly responsible for environmental performance (Tang et al., 2018). In this case, it is better qualified to understand the company's purpose for environmental management. It can solve problems based on environmental protection by motivating employees to have environmentally friendly creativity (Jia et al., 2018). The company's contribution in finding and recruiting candidates who are pro-environment has an impact on positively improving employee performance (Joshi & Dhar, 2020).

### ***Green Transformational Leadership Has No Effect on Employee Performance***

It is evident in the distribution of questionnaires on question X3.6 that My superiors are prepared to assist staff members in resolving issues (lowest mean). This means that the analysis of the leaders here gives autonomy rights to certain supervisors or section heads to make decisions according to their duties and responsibilities so that the leadership indirectly delegates; this shows that there is an opposite side if there is one achievement or mistake of the section head or supervisor, so it affects how well employees performance.

Employees have not felt that superiors or leaders in the workplace participate in helping and understanding how the working conditions are faced; employees who work longer have not built a more family atmosphere, so social support is less formed. As a leader or boss, it should help employees solve problems in the workplace because it will impact employee performance (Ojedokun, 2018). Because leaders who cannot articulate and do not have the right way to communicate clearly to employees cannot create a sense of trust in the leader's vision at work (Saleem et al., 2019).

### **Conclusion**

Referring to the analysis resulting from data processing and discussion, the author can conclude that green training and green recruitment positively and significantly influence employee performance; however, green transformational leadership does not affect employee performance.

Based on research showing that environmentally friendly transformational leadership does not affect employee performance, retailers in Yogyakarta, Indonesia, need to identify problems, create solutions, and put these answers into action (Chen & Wu, 2020). When a company has executives who can effectively solve issues, create policies, and promote environmentally friendly HRM practices, the business may effectively implement its strategy and achieve green performance (Singh et al., 2020). By doing this, it can cultivate its workforce and help them acquire a solid moral compass and drive to accomplish long-term objectives. (Sun et al., 2022), because decision-making requires leaders to ensure that the information they get is reliable (Saleem et al., 2020).

### **Declarations of Conflicting Interests**

The authors declare no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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