

## The Influence of Green Transformational Leadership, Green Training, and Competency for Employee Performance

Robbi<sup>1)</sup>; Sri Anah<sup>2)</sup>

<sup>1)</sup> oby.zimah@gmail.com, Department of Management, Bachelor of Economics, Universitas Mercu Buana.

<sup>2)</sup> sri.anah@mercubuana.ac.id, Magister of Economics Lecturer at Universitas Mercu Buana.

<b>Article Information:</b>	<b>Abstract</b>
<b>Keywords:</b> <i>Green Transformational Leadership ;  Green Training ;  Competency;  Employee Performance ;</i>	<p><i>Abstract. This study aims to analyze the effect of Green Transformational Leadership, Green Training and Competence on Employee Performance on employees of PT Bumi Berkah Boga. The objects in this study are employees of PT Bumi Berkah Boga with various ages who have worked in the company for a span of one to three years of work, domiciled in Jabodetabek, Indonesia. The research method used is quantitative research. The sample used in this study was 65 respondents. The sampling technique used purposive sampling and the approach used was the Structural Equation Model (SEM) with the Smart PLS analysis tool. The results showed that Green transformational leadership has a positive and significant effect on employee performance. Green training has a positive and significant effect on employee performance. Competence has a positive and significant effect on employee performance.</i></p>
<b>Article History:</b> Received: October 13, 2024 Revised: November 10, 2024 Accepted: December 25, 2024	
<b>Cite This Article:</b> Robbi, & Anah, S. (2025). The influence of green transformational leadership, green training, and competency for employee performance. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i> , 9(1), 67–75. doi: <a href="https://doi.org/10.22441/indikator.v9i1.30395">https://doi.org/10.22441/indikator.v9i1.30395</a>	

### INTRODUCTION

This study examines the impact of green change management, environmentally friendly training and awareness on employee performance in the coffee company PT Bumi Berkah Boga. This article emphasizes the importance of human resources in achieving business success, especially in companies that are growing and focused on sustainability. The study highlights challenges such as poor performance and low staff numbers, especially in the human resources and finance sectors. The purpose of this research is to find out how management, training and competence can improve employee performance, especially in the context of environmental sustainability. According to Moise, Joufrizen and Fahmy (2018) work is the fulfillment of tasks to carry out tasks that are arranged according to skills, experience, enthusiasm and time. Good employee performance can bring benefits to the company, while poor performance can harm the company.

According to Mathis and Jackson (2010) in Syahputra and Tanjung (2020) detailing some of the competencies that must be owned by every individual, i.e. knowledge About business and organization, understanding About changes and adjustments in management, as well as knowledge and Special skills in management human resources. Results of interviews with supervisors shows that 70% of the reports weekly employees in the human division resources and finance do not experience significant performance improvements during the last six months. Employees are more likely to working at stagnant performance levels, with work targets that are not achieved consistent.

Internal data shows that Average task completion time in both The division increased from 4 days to 6 days in the last three months. It is indicates a decrease in efficiency, which can result from a lack of Competencies, training, and support Appropriate leadership. Phenomena that

arise from This study shows that the performance of employees at PT Bumi Berkah Boga, especially in the Human Resources Division and finance, still facing several obstacles related to leadership, training, and environmentally-oriented competencies. The results of the pre-survey revealed that Most employees feel driven to improve their performance, however There are still many who repeat the mistake same in completing tasks they. This reflects the problem significant in terms of employee performance (employee performance), where 83.3% Respondents stated that they were not encouraged to improve their performance consistent.

In addition, the lack of employee comfort towards environmentally friendly change management practices can also be a problem. As many as 66.7% of respondents expressed dissatisfaction with the nature of transformational leaders who focus on the environment, this shows that there is a gap between expected leadership and the reality in the workplace. This has an impact on low employee motivation to participate in environmental practices in the company. The educational environment that focuses on the sector (green education) is still not well utilized, because more than half of the respondents (56.7%) have not participated in training related to the environment. This lack of training leads to a lack of knowledge and skills that workers need to face new challenges, especially when it comes to adapting to changes in the work environment. In terms of competence, 60% of respondents felt unable to carry out the tasks given.

Based on the above background, so the author is interested in researching more in-depth about Green Transformational Leadership, Green Training, and Competency for Employee Performance by taking title "The Influence of Green Transformational leadership, green training, and Competence for Employees Performance (Study on PT. Bumi Berkah Boga)".

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

HR is the design of systems formal in an organization for ensuring the use of human talents effectively and efficiently to achieve organizational objectives (Tinangon, Kojo, and Alum, 2019). Human resource management as a science or a way of managing relationships and the role of resources (labor) individuals efficiently and effectively, with Intentions can be used optimally to achieve the common goals of the company, employees, and the community (Miftahul Jannah, 2021).

### ***Green Transformational Leadership***

Green transformational leadership is transformational leadership before the defined environment as a "manifestation of leadership transformational, which consists of behavior Leadership focused on drive achievement initiatives" (Trimono and Nawangsari, 2019).

Green transformational leadership defined as leadership style that encourages subordinates to achieve sustainable goals and inspire them to achieve environmental performance exceeding expected level (Megaster, 2023).

### ***Green training***

Eco-friendly training is a combination of workplace training methods and continuous training designed to achieve the company's environmental management goals and objectives (Makatrim, 2021). Among the various practices of environmentally friendly human resource management, environmentally friendly training is one of the techniques used in management and is recognized as an important step for the successful implementation of environmental practices (Nurfitriyana, 2023).

Eco-friendly training is a type of training that aims to increase the impact on eco-friendly behavior for employees. This happens when companies strive to create a sustainable work

environment, employees have the opportunity to get training related to the necessary knowledge and skills, and carry out environmentally friendly practices (Yanti and Nwangsari, 2019).

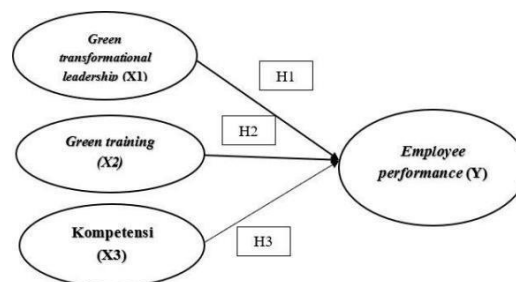
### **Competence**

Wibowo (2019) explained that Competence is a type of Ability to carry out work or duties related to experience and knowledge gained from the previous work assignment that then applied to job tasksnow. Competencies are defined as ability and willingness to learn, or relative stability of behavior and performance a person when facing a situation and work environment affected by a combination of factors such as attitude, self-concept, internal motivation, and knowledge capacity conceptual (Reza, 2021).

### **Employee Performance**

Performance can be interpreted as the result of the performance of an employee or employee who achieves the goals needed to achieve organizational goals (Syahputra and Tanjung, 2020). Monitoring and instilling skills and expertise in this area is essential for workers and employees to do their jobs properly. Mangkunegara (2019) explained that work concerns the progress of work based on the quality and quantity of work carried out by employees, related to the responsibilities given to them. Work is a performance that can be carried out by a person or a group of people in an organization, each of whom has the right authority and responsibility to achieve a legitimate goal, not violating the law and in accordance with applicable norms and values (Sembiring and Vinarto, 2020).

**Figure 1. Framework of Thought**



**Source : SmartPLS Output (2024)**

The image above shows that This research is to find out the influence of green transformational leadership (X1), green training (X2), and competency (X3) on employee performance. Where Independent Variable in This research is Green Transformational leadership, green training, and competence, while the dependent variable (variable) is employee performance.

## **RESEARCH METHOD**

The research method used in this study is quantitative research and causal approach which aims to determine the causal relationship between independent variables and bound variables. Data collection was carried out through questionnaires sent to respondents from the personnel and finance departments at the PT. Bumi Berkah Boga. This research focuses on variables such as green change leadership, green knowledge and collective empowerment as independent variables, as well as employee performance as dependent variables.

In addition to questionnaires, research methods and literature studies are also used to complete primary and secondary data collection. Data analysis was carried out using descriptive

statistics and empirical tests using SmartPLS 3.0 software. Through this analysis, the researcher tries to explain the relationship between variables in depth and systematically, then conclusions can be drawn about the influence of certain variables.

## RESULTS AND DISCUSSION

This study shows that of the 115 respondents, the first frequency value from the number of respondents are 60% female, and The frequency of the two male respondents was and 40%. The characteristics of respondents from education showed that of the 115 respondents, most of the respondents were undergraduate graduates (S1), which was 86.1%, students of the second school above/equal to 13.9% of the respondent's characteristics. Ageshow that of the 115 respondents majority of respondents aged 20-29 years old as much as 52.2%, 30-39 years old as much as 47.8%. Respondent characteristics of the position showed that out of 115 respondents, the most important position was finance at 60.9%, Human Resources (HR) Position by 39.1%.

### 1. Measurement Model Testing (Outer Model)

According to Purwanto (2021), quantitative tests. Explain the relationship between latent variables and indicators. External analysis steps model is measured by validation and reliability testing. On outlier measurements (outside sample) PLS SEM there are two types of measurement, i.e. reflection sample measurement and orientation measurement.

#### *Convergent Validity Results*

The outer model of PLS SEM is reflective measurement. Model evaluation Measurements are made through reliability and validity. With p values > 0.05 then it can be said that it is valid.

**Table 1 Convergent Validity Results**

	P Values
X1 -> Y	0,007
X2 -> Y	0,008
X3 -> Y	0,005

**Source : SmartPLS Output (2024)**

Based on PLS output on test validity above, it can be said that the value of P-values < 0.05 so it can be said that Green Transformational Variable Data leadership, green training, and competency on employee performance is valid.

#### *Average Result of Variance Removed (AVE)*

On the smallest squares test (PLS), Removed Variance Average value (AVE) is 0.5. If the AVE value is greater than 0.5, it indicates that the method structure can explain more than half of the indicator variables, thus satisfying the average variance taken requirement.

**Table 2 of the results of the combined validation**

	Average Variance Extracted (AVE)
X1	0,680
X2	0,708
X3	0,658
Y	0,666

**Source : SmartPLS Output (2024)**

Based on the results of validation tests and Its reflective power can be seen through AVE (Average Extracted Difference) where each green index change management, green knowledge, Employee proficiency and performance The AVE value > 0.50, then it can be said to meet the criteria/correct.

### **Discrimination Validity Results**

Analytics validity criteria the degree of difference between one construct and another. Depth In this study, the validity test of discrimination carried out using the Heterotrait ratio.

**Table 3 are related to the validity of the analysis**

	X1	X2	X3	Y
X1				
X2	0,821			
X3	0,628	0,671		
Y	0,715	0,716	0,545	

**Source : SmartPLS Output (2024)**

Based on the results of empirical tests and reverse control, can be known via HTMT (Heterotrait-Monotrait Correlation Ratio) that each green change leadership variables, Green knowledge, skills, and workers for the achievement of the value of HTMT < 0.90 can be said to meet the criteria/Validity.

### **Composite reliability (rho\_c)**

Cronbach's alpha can be used to measure reliability, this value shows the reliability of all indicators in the model. Minimum value which is considered sufficient is 0.7, ideal value is 0.8 or 0.9. In addition to Alpha Cronbach, also uses pc reliability (composite value) whose interpretation is the same as Cronbach's alpha value.

**Table 4 of the combined reliability results (rho\_c)**

	rho_A	Composite Reliability
X1	0,937	0,944
X2	0,961	0,960
X3	0,968	0,958
Y	0,967	0,960

**Source : SmartPLS Output (2024)**

Based on the results of reliability tests and composite capability (rho\_c) it can be seen that each variable is green transformational leadership, green knowledge, Energy and employee performancen get rho\_A and Composite. The reliability score > 0.70, so it can be said that criterion.

## **2. Testing of structural models (in model)**

Model in is a structural model used to predict Causal relationship between latent variables and variables that are still not measured. In the testing of structural models (inside), the Bootstrapping method and Windows is used in SMART PLS. ONE.

### **Multicollinearity test (internal model)**

The results of this test are used to check whether there is a degree of multicollinearity between the independent variable and the through the VIF (Variance Inflation Factor) value. If the VIF value < 10, multicollinearity occurs.

**Table 5 of the results of the multilinear test**

	X1	X2	X3	Y
X1				1,000
X2				1,000
X3				1,000
Y				

**Source : SmartPLS Output (2024)**

Based on the results of the multicollinearity test It can be seen that. All Green Variables change management, eco-friendly training, Proficiency and employee performance have a VIF score lower than 10, then as you say it will meet the criteria, multicollinearity will appear.

*According to Sekaran and Bougie (2016)*

R-squared value of 0.67 considered strong, 0.33 moderate, and 0.19 weak.

**Table 6 The results of the determination coefficient test**

	R Square	R Square Adjusted
Y	0,544	0,532

**Source : SmartPLS Output (2024)**

Based on the results of the coefficient test determination can be seen that the value of R Square Ajusted by 0.532 then you can It is said that the influence of green transformational leadership, green training, competency on employee performance by 53.2% or have a moderate relationship.

*F square test result (effect measure)*

The test results were used to evaluate the influence of the independent variable on the bound variable. Criterion used in this review is as follows : A value of 0.02 indicates a weak correlation. Value 0.15 shows a simple relationship. And a value of 0.35 indicates a strong relationship.

**Table 7 F square test results (effect size)**

	X1	X2	X3	Y
X1				<b>0,002</b>
X2				0,048
X3				<b>0,008</b>
Y				

**Source : SmartPLS Output (2024)**

Based on the results of the F Square test, it can It is seen that the F-Square value of the green variable transformational of 0.002 then it can. It is said that the influence of the green variable transformational leadership to Employee Performance has a relationship low. At the variable F-Square value green training of 0.048, then you can It is said that the influence of green training variables to employee performance has moderate relationship. At F-Square value the competency variable was 0.008. So It can be said that the influence of variables competency to employees.

*Path Coefficients (Direct Effect)*



The result can be seen from the Pvalue value that meets the following criteria : if P-value is less than 0.05, then it can It is said that there is an influence partially significant; on the other hand, if P-value is more than 0.05, then it can It was concluded that there was no influence partially significant.

**Table 8 T Test Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 -> Y	0,124	0,111	0,325	0,381	<b>0,007</b>
X2 -> Y	0,564	0,568	0,317	1,782	<b>0,008</b>
X3 -> Y	0,079	0,110	0,122	0,648	<b>0,005</b>

**Source : SmartPLS Output (2024)**

Based on the results of the t-test with the model path coefficients can be seen that the value of the green transformational variable Pvalues  $0.007 < 0.05$  can be said to be Green Transformational Leadership Variable partially has a very significant effect on employee performance. On the value The P-value of the green training variable is  $0.008 < 0.05$ , it can be said that the green variable training partially affects employee performance. At P-value competency variables of  $0.005 < 0.05$  then it can be said that variable.

## Discussion

### *The influence of green changes*

Employee Leadership performance (case study at PT Bumi Berkah Boga) t-test results and path model variable found P-value of the green transformation index Leadership  $0.008 < 0.05$  then it can be said that the green transformation index Management has an influence on employee performance. This means using a leadership style that focuses on sustainable values The enterprise environment can be motivate employees to improve its performance. Regarding the origin of the F-square test results, it can be seen that the F-square value of the green change index is 0.002, so it can be said that the influence of the variables of green change, leadership, successful workers, and the underlying relationship is this study shows that the implementation of change leaders is environmentally friendly.

### *The effect of green training*

T-test results and path model coefficients It can be seen that the P value in the green training index is  $0.008 < 0.05$  So it can be said that the green index Education has a significant influence on employee performance in a sector. This shows statistically, eco-friendly training has a significant influence on employee performance. Means The training focuses on aspects of sustainability and environmental suitability, such as energy efficiency, waste reduction, and other environmental practices, and help improve employee performance. Regarding the origin of the F-square test results, it can be seen that the F-square value of the Green Training index is 0.048, so it can be said that the influence of the Green index on employee job training is strong. connection. These criteria measure how much eco-friendly knowledge can explain the change.

The effect of energy on employee performance in PT. Bumi Berkah Boga t-test results and model method variable known P-value of the achievement variable  $< 0.005 < 0.05$ , then it can be said that the achievement index has an effect on For employees work is important. This shows that knowledge is important for employees. In other words, the higher the worker's skills, the better the performance. The required skills can include technical skills, interpersonal skills, and the knowledge required to successfully carry out their duties.

## ACKNOWLEDGEMENTS

Based on the results of the study done, here are some possible suggestions. Companies should create a comprehensive training program that includes environmental knowledge and skills. Sustainability training may include ways to reduce carbon footprint, energy efficiency, waste management, and other environmentally friendly practices related to the company's business. Among the limitations of this study, only focusing on three key variables, namely green change leadership, eco-friendly knowledge, and sophistication. However, the work of the workers is affected by different situations. Government and economic factors due to the limited number of variables that is tested, then other variables may affect employee performance.

## CONCLUSION

From the results of the analysis and discussion of the impact of green change management, green training and capacity building on employee performance (case study) at PT. Bumi Berkah Boga has a positive and significant effect on employee performance. Effective eco- friendly training and important for employee performance. Skills and Benefiting workers outstanding achievements.

## REFERENCE

- Anah, S., Widayati, C. C., & Anggi, W. (2020). The Effect Of Transformational Leadership Style, Work Motivation And Discipline On Employee Performance. *Dinasti International Journal Of Digital Business Management*, 1(2), 290-301.
- Azizah, E. (2023). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Organisasi Dengan Modal Manusia (Human Capital) Dan Pembelajaran Organisasi Sebagai Variabel Mediasi (Studi Pada Pegawai Perangkat Desa Se Kec. Pangkah Kabupaten Tegal). (Doctoral Dissertation, Stie Bank Bpd Jateng).
- Goffar, A. (2021). Manajemen Sumber Daya Manusia Dalam Perspektif Islam. *Islamic Akademika : Jurnal Pendidikan & Keislaman*, 3(1), 40– 54.
- Gustiah, I. P., & Nurhayati, M. (2022). The Effect Of Green Transformational Leadership On Green Employee Performance Through Green Work Engagement. *Scholars Journal Of Economics, Business And Management*, 9(7), 159–168. <https://doi.org/10.36347/Sjebm.2022.V09i07.002>
- Akbar, T., & Irwandi, S. A. (2014). Partisipasi Penetapan Tujuan Perusahaan Sebagai Variabel Prediktor Terhadap Kinerja Manajerial. *Jurnal Akuntansi Multiparadigma*, ISSN 2086-7603, 5(2), 170-344.
- Beams, F. A., et. al. (2015) *Advanced Accounting*. London: Pearson Education.
- Ibrahim, M. B., Fifian Permata Sari, Lalu Puji Indra Kharisma, Indra Kertati, Putu Artawan, Gede Iwan Sudipa, Peran Simanihুরু, Gusti Rusmayadi, Muhammadiyah, Eko Nursanty, & Enos Lolang, M. (2023). Teori Metodologi Penelitian Rumpun Pendidikan. [Www.Sonpedia.Com](http://www.sonpedia.com).
- Ismail, R., Putra, A., & Prasetyo, Y. (2021). Pengaruh Disiplin Kerja Terhadap Kinerja Pegawai Pt Telkom Akses Divisi Konstruksi Jabar Tengah. *Indonesian Journal Of Digital Business*, 1(1), 1–10. <https://ejournal.upi.edu/index.php/ijsdb/index>.
- Megaster, T. (2023). The Effect Of Green Transformational Leadership And Work Motivation On Employee Performance At Pt Mega Asia Global. *Asian Journal Of Applied Business And Management (Ajabm)*, 2(3), 461– 470. <https://doi.org/10.55927/ijbae.v2i3.4361>.
- Purwanto, A., Asbari, M., & Santoso, T. I. (2021). Analisis Data Penelitian Marketing: Perbandingan Hasil Antara Amos, Smartpls, Warppls, Dan Spss Untuk Jumlah Sampel



- Besar. *Journal Of Industrial Engineering & Management Research*, 2(4), 216– 227.  
<https://doi.org/10.7777/Jiemar>.
- Reza, M. (2021). *Pengaruh Kompetensi Intelektual Kompetensi Emosional Dan Kompetensi Sosial Terhadap Kinerja Karayawan Pt. Niramas Utama Medan. (Doctoral Dissertation, Universitas Medan Area)*.
- Sari, M., Rachman, H., Juli Astuti, N., Win Afgani, M., & Abdullah Siroj, R. (2022). *Explanatory Survey Dalam Metode Penelitian Deskriptif Kuantitatif*. *Jurnal Pendidikan Sains Dan Komputer*, 3(01), 10–16. <https://doi.org/10.47709/Jpsk.V3i01.1953>.
- Sembiring, R., & Winarto, W. (2020). *Pengaruh Budaya Kerja Dan Komitmen Terhadap Kinerja Karyawan (Studi Kasus Pada Perawat Di Rumah Sakit Milik Pemerintah)*. *Jurnal Ilmiah Methonomi*, 6(1), 21– 30.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. Alfabeta.
- Suhardianto, S. (2023). *Penerapan Manajemen Sumber Daya Manusia Kepala Kantor Urusan Agama (KUA) Dalam Meningkatkan Kinerja Pegawai Di Kecamatan Sidamanik Kabupaten Simalungun. (Doctoral Dissertation, Universitas Islam Negeri Sumatera Utara)*.
- Trimono, T., & Nawangsari, L. C. (2019). *Analisis Pengaruh Green Commitment, Green Transformational Leadership Dan Kepuasan Kerja Terhadap Employee Green Behavior: Pendekatan Konsep*. *Jurnal Manajemen Dan Kewirausahaan*, 21(1), 1–8.  
<https://publikasi.mercubuana.ac.id/index.php/Snpmp/Article/View/7940/3214>.