

Improving the SDGs through Green HRM, Green Training, and Innovative Leadership

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Article History

Received on 10 September 2025

1st Revision on 18 November 2025

2nd Revision on 02 December 2025

Accepted on 10 December 2025

Abstract

Purpose: To analyze the influence of Green Human Resource Management (Green HRM), Green Training, and Innovative Leadership on the achievement of the SDGs. The theories used include the Resource-Based View and organizational sustainability concepts.

Research Methodology: Employed a quantitative approach with data collection through questionnaires distributed to 150 respondents from various service subsectors. Data were analyzed using Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software.

Results: Indicate that: 1) Green HRM has a positive and significant effect on SDGs achievement; 2) Green Training has a positive and significant effect on SDGs achievement; 3) Innovative Leadership has a positive and significant effect on SDGs achievement; 4) Simultaneously, the three variables explain 48.3% of the variance in SDGs achievement.

Conclusions: Suggest that Green HRM plays an important and positive role in supporting the achievement of SDGs. Green Training also significantly contributes to enhancing organizational capacity to reach these goals. Additionally, Innovative Leadership is found to positively influence SDGs achievement.

Limitations: Implications highlight the importance of integrating green practices in HR management, sustainability training, and innovative leadership to support SDGs agenda at the corporate level

Contribution: It is suggested that service companies further strengthen the implementation of Green HRM, Green Training, and Innovative Leadership to achieve the SDGs.

Keywords: *Green HRM, Green Training, Innovative Leadership, SDGs*

How to Cite: Nurakhim, B., Pratikno, Y., Arini, D. U., Lestari, A., & Zendrato, Y. (2025). Improving the SDGs through Green HRM, Green Training, and Innovative Leadership. *Annals of Human Resource Management Research*, 5(4), 341-358.

1. Introduction

Sustainability issues have been a major concern in global business management for the past few years (Fadhil & Rudiatno, 2025). Deteriorating environmental conditions for example WHO data in 2017 that places Jakarta and Bandung among the 10 worst air pollution cities in Southeast Asia demand companies to act immediately (Purwaningsih, Tarto, & Candraningsih, 2023). In Indonesia, this is reinforced by national commitments to the SDGs, including Presidential Decree 59/2017 and the RAN SDGs 2021–2024 document, which marks the start of the "Decade of Action" towards 2030. BPS notes that the implementation of the SDGs in Indonesia has entered the Decade of Action, leaving six years to achieve the 2030 target ([BPS. go. id](https://bps.go.id)). The current empirical picture shows that the

achievement of SDGs indicators is uneven (see Figure 1), with some key targets still far from the target.

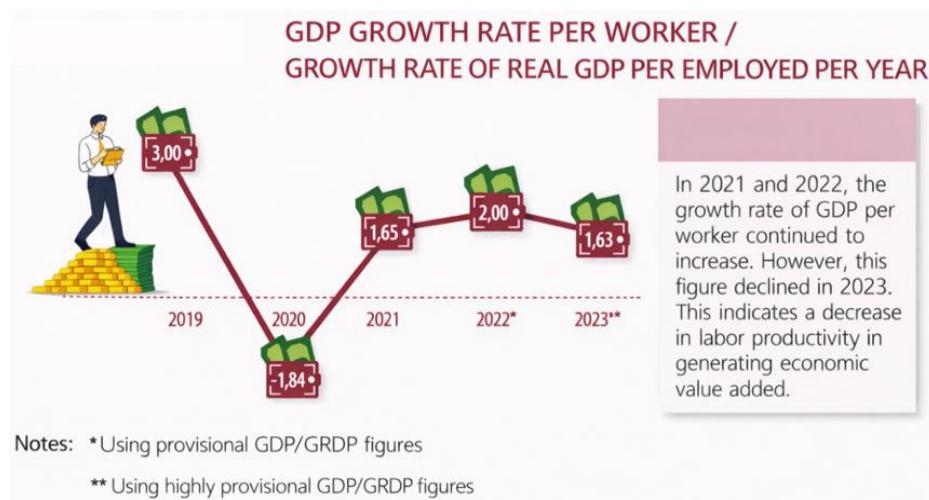


Figure 1. GDP Growth Rate per Worker / Real GDP Growth Rate per Employed Person per Year (Percent), 2019–2023

Source: BPS (2024)

Based on Figure 1 on the GDP growth rate per labor/real GDP growth rate per person employed per year, it can be seen that Indonesia's labor productivity performance has fluctuated significantly. In 2019, growth was recorded as positive at 3.00%, but plummeted to -1.84% in 2020 due to the impact of the COVID-19 pandemic, which paralyzed national economic activities. However, a recovery trend began to be observed in 2021 (1.65%) and 2022 (2.00%), but slowed down again in 2023 (1.63%). This condition confirms that despite post-pandemic improvements, national labor productivity still faces significant challenges in growing consistently and sustainably.

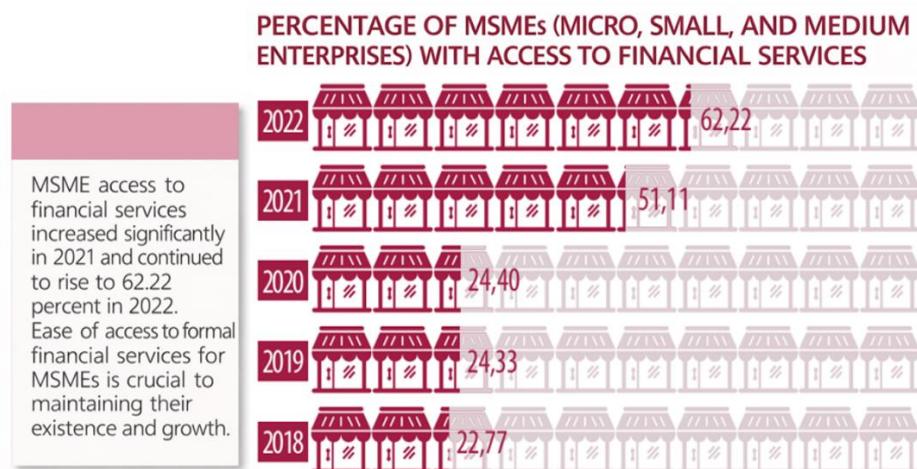


Figure 2. Percentage of MSME (Micro, Small, and Medium Enterprises) Access to Financial Services, 2018–2022

Based on Figure 2. showing the percentage of MSME accessing financial services in the 2018–2022 period. In 2018, only 22.77% of MSMEs had access to formal financial services. This figure slowly increased in 2019 to 24.33% and slightly increased in 2020 to 24.40%. However, a large surge occurred in 2021, with a percentage of 51.11%, until it reached 62.22% in 2022. This shows that an increasing number of MSMEs can take advantage of formal financial services, both in the form of credit, savings, and other facilities. This ease of access is crucial for maintaining business sustainability, increasing competitiveness, and expanding economic growth opportunities. Furthermore, business sustainability and improved work quality are determined not only by financial access but also by the implementation

of occupational safety standards. This is illustrated in Figure 3 regarding the number of companies implementing K3 (Occupational Safety and Health norms in 2020–2022).



Figure 3. Number of Companies Implementing Health and Safety Norms, 2020–2022

Based on Figure 3, the data show that in 2020, 14,408 companies implemented K3 norms, but this number dropped dramatically to 1,616 companies in 2021. However, in 2022, there was an increase to 2,004 companies. These data show that productivity, financial access, and occupational safety are still fundamental challenges in achieving SDGs in Indonesia (Sulaiman, Fitralisma, Fata, & Nawawi, 2024). The implementation of the K3 norm affirms a company's commitment to protecting workers from potential accident risks and maintaining their health in the work environment (Kusa & Danladi, 2024; Suherna & Nasiatin, 2024). The service sector plays a major role in the national economy, contributing approximately two-thirds of the GDP and creating massive jobs. Therefore, green transformation in this sector is crucial for accelerating the achievement of SDGs. The lack of sustainability practices in service companies can slow down the pace of achievement of SDGs, especially in the fields of energy, industry, and decent work. This is where the role of Green Human

Resource Management (Green HRM), green training, and innovative leadership have become strategic. These three factors not only support operational efficiency but also drive organizational transformation towards sustainable business practices. Green Human Resource Management (Green HRM) has emerged as a strategic approach to sustainability-oriented human resource management. Green HRM is defined as HR practices that internalize environmental values into corporate policies (Fadhil & Rudiatno, 2025). Globally, several multinational companies have adopted the principles of Green HRM to support their sustainability targets; for example, Unilever, Tesla, and Patagonia have implemented HR policies for carbon emission reduction and energy efficiency (Ardista & Marpaung, 2022; Fadhil & Rudiatno, 2025).

The implementation of Green HRM is not only to comply with regulations but also as a business strategy that increases competitive advantage. found that companies with Green HRM policies often achieve a more positive brand image, increased employee loyalty, and attractiveness to sustainability-oriented investors. Similar concerns are emerging in Indonesia. Regulations such as Law No. 32/2009 on Environmental Management and the latest OJK regulations require public companies to disclose environmental aspects in their annual report. Green HRM practices have been observed in several major national companies in India. For example, PT Unilever Indonesia and PT Pertamina have integrated employee training on sustainability, more efficient office waste management, and flexible working policies to reduce the carbon footprint of transportation. Insani and Rizky (2024) also showed that consistent application of Green HRM can be a competitive added value for SMEs by aligning the organization's vision, mission, and strategy towards sustainable growth.

The implementation of Green HRM faces significant challenges. Many companies still view green initiatives as an additional burden on operational costs, with no immediate financial benefits. In

particular, for small and medium companies, limited budgets, human resources, and knowledge are the main obstacles to the adoption of environmentally friendly HR policies. In addition, aspects of organizational culture and employee attitudes also affect the effectiveness of Green HRM; Without sufficient leadership support and understanding, Green HR policies are often met with internal resistance. Therefore, a critical study is needed to determine how Green HRM can be optimized in the context of Indonesian service companies to truly support the goals of the SDGs.

One of the important components of Green HRM is Green Training. Green training includes employee development programs that aim to improve knowledge, skills, and pro-environmental attitudes (Renata & Saputra, 2023; Yohanida & Nugrahaningsih, 2025). The Simpson and Samson Study; and Bansal and Roth; affirming that training designed for ecological issues can lead employees to avoid polluting activities and improve the performance of the company's green management. As an illustration, students Yohanida and Nugrahaningsih (2025) in their study of private companies in Semarang found that most employees feel the long-term benefits of green training that includes aspects of knowledge, skills, and environmental attitudes. Periodic evaluation of training is also important Pinzone, Guerci, Lettieri, and Redman (2016) affirm that continuous evaluation can ensure that green training programs run effectively, while increasing employee awareness and green skills that support sustainable organizational performance.

However, a gap in the implementation of green training is also observed in the field. Preliminary surveys show that in some companies, such as the textile industry, sustainable performance tends to decline if green training is not evenly distributed and integrated into the company's culture. This indicates the need for a more systematic and inclusive design of the Green Training program so that employees at every level can contribute to the green transformation of service companies. In addition to HRM and training, innovative leadership plays a central role in supporting the green transformation of an organization. Leadership in a company is identified as a determining factor in achieving goals. Without a visionary leader, it will be difficult for organizations to move towards major changes, including changes towards more sustainable operations (Commey, Kokt, & Hattingh, 2020).

For example, Purwaningsih et al. (2023) emphasize that strong leaders can direct the organization according to the vision and mission of sustainability, while effective green transformational leadership can shape employee green behavior and ultimately drive sustainable company performance. In the era of the creative economy, innovative leadership is expected to inspire new ideas in resource management and business processes so that environmentally friendly solutions can be developed and implemented. However, the literature also notes that innovative leaders face challenges in instilling sustainability values, such as resistance to change or a lack of initial investment. Therefore, a critical study is needed to assess how innovative leadership styles influence green transformation in the context of service companies in Indonesia (Pervin & Sarker, 2021).

Overall, the previous literature shows that the integration of Green HRM practices, Green Training programs, and innovative leadership has great potential to drive organizational transformation towards sustainability. However, in the Indonesian context, especially in the service sector, the empirical picture still needs to be completed. Previous studies have examined the influence of these variables separately, but there is still a lack of simultaneous and contextual (e.g., in Indonesian service companies) on the achievement of the SDGs (Santana, Horta, Revez, Dias, & Zebende, 2023). Therefore, it is important to critically examine how green HR management, environmental training, and innovative leadership interact to accelerate the transformation of service companies into green organizations. An in-depth discussion and support of the latest empirical data (see Figure 1) will help us understand the contribution of these three variables in supporting the goals of the SDGs at the organizational level. With a systematic quantitative approach, this study aims to fill this research gap by providing a comprehensive overview of the role of these management and leadership factors in the context of sustainability in the service business in Indonesia.

Based on the above background, the research problem is formulated as follows: How does Green Human Resource Management (Green HRM) affect the achievement of SDGs in service companies?

How does Green Training affect the achievement of SDGs in service companies? How does Innovative Leadership affect the achievement of SDGs in service companies? How does the simultaneous influence of Green HRM, Green Training, and Innovative Leadership on the achievement of the SDGs in service companies?

2. Literature review and hypothesis development

2.1. Green Human Resource Management

Green HRM is the application of environmentally oriented human resource management practices, ranging from recruitment, training, performance appraisals, to compensation, with the aim of supporting organizational sustainability (Renwick, Redman, & Maguire, 2013). Green HRM integrates HR functions with environmental strategies to reduce an organization's carbon footprint. In general, the dimensions of Green HRM include: (1) Green Recruitment and Selection, (2) Green Training and Development, (3) Green Performance Management, (4) Green Pay and Reward, and (5) Employee Involvement (Jabbour & Jabbour, 2016). The Green HRM indicators in this study include: (a) the existence of pro-environmental recruitment policies, (b) employee training related to sustainability, (c) performance evaluation based on environmental aspects, (d) a reward system for green contributions, and (e) employee involvement in pro-environmental activities (Tang, Chen, Jiang, Paillet, & Jia, 2018).

Several previous studies support the effectiveness of Green HRM. For example, Arifin, Mohammad, Imron, Palupi, and Alimin (2025) found that Green HRM has a significant effect on the competitive advantage of companies in Indonesia. Palupiningtyas (2024) also showed that Green HRM improves employee green behavior, which ultimately contributes to organizational performance. Thus, Green HRM is a key variable in supporting the achievement of SDGs at the service company level.

H1: Green HRM has a positive and significant effect on the achievement of the SDGs

2.2. Green Training

Green Training is training focused on increasing employee awareness, skills, and knowledge related to environmentally friendly practices. According to Odhiambo, Waiganjo, and Simiyu (2023), green training helps employees understand the ecological impact of their business activities and leads to pro-environmental actions. The dimensions of Green Training typically include: (1) increasing environmental knowledge, (2) developing environmentally friendly technical skills, (3) forming a pro-environmental attitude, and (4) evaluating the effectiveness of training (Renwick et al., 2013). Green Training indicators include (a) routine training programs on sustainability, (b) increased employee participation, (c) integration of training with company strategies, and (d) the existence of a training outcome monitoring system (Yafi, Tehseen, & Haider, 2021).

Several studies have shown that Green Training is positively related to a company's environmental performance. Barakat et al. (2023) found that green training contributes to the reduction of industrial waste. Pinzone et al. (2016) also affirmed that green training improves employees' skills in implementing sustainability strategies. Gomes, Ribeiro, Gomes, Ortega, and Semedo (2024) prove the positive influence of Green Training on Green Performance Management in the service sector.

H2: Green Training has a positive and significant effect on the achievement of the SDGs

2.3. Innovative Leadership

Innovative Leadership is the ability of a leader to direct, encourage, and create new ideas that can provide creative solutions to organizational problems, including sustainability (Michel & Yukl, 2020). According to Gumusluoglu and Ilsev (2009), innovative leadership is closely related to transformational leadership that encourages employees' creativity and innovative behavior. The dimensions of innovative leadership include: (1) visioning – the ability of leaders to create a vision of sustainability; (2) idea generation – encouraging employees to produce green ideas; (3) risk taking – the courage to try new approaches; and (4) support for innovation – support for the implementation of innovative ideas (Jong & Hartog, 2007). The indicators include (a) the ability of leaders to inspire innovation, (b) support for green experiments, (c) rewards for new ideas, and (d) the ability to manage change (Asad, 2024).

Several studies have shown that innovative leadership is positively correlated with organizational sustainability. For example, Asad (2024) showed that innovative leadership styles affect employees' green behavior. Yohanida and Nugrahaningsih (2025) found that innovative leaders in the service sector drive the adoption of environmentally friendly practices. This emphasizes the importance of innovative leadership in achieving the SDGs through green organizational transformation.

H3: Innovative leadership has a positive and significant impact on the achievement of the SDGs

2.4. Achievement of Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a global agenda for sustainable development agreed upon by UN member states in 2015, consisting of 17 goals and 169 targets covering social, economic, and environmental aspects. Indonesia's commitment to the SDGs is outlined in Presidential Regulation No. 59/2017 concerning the Implementation of the Achievement of the Sustainable Development Goals, as well as the 2021–2024 SDGs National Action Plan (RAN). According to Ordonez-Ponce, Clarke, and MacDonald (2021), the SDGs are not only a reference for country development but also encourage the business world to contribute through sustainable business practices.

In the context of service companies, the achievement of SDGs can be realized through equitable work practices (SDG 8: Decent Work and Economic Growth), resource efficiency (SDG 12: Sustainable Consumption and Production), and innovation to reduce environmental impact (SDG 9: Industry, Innovation, and Infrastructure). Indicators that are often used to measure the achievement of SDGs at the organizational level include (1) energy efficiency, (2) waste management, (3) employee involvement in sustainability programs, and (4) social contribution to society. Several studies support this conclusion. Sopyan, Sukesni, Suyanto, Assagaf, and Yunus (2025) confirm that service companies in Indonesia that integrate SDGs into their business strategies tend to be more competitive. This is in line with the findings of Gidge and Bhide (2025), who stated that the implementation of sustainability programs improves a company's reputation in the eyes of consumers and investors. Thus, achieving the SDGs is not only the responsibility of the government but also an integral part of a company's sustainability strategy.

H4: Green HRM, Green Training, innovative leadership have a positive and significant effect on the achievement of the SDGs

This study modeled three exogenous variables (Green HRM, Green Training, and Innovative Leadership) that directly affect endogenous variables (SDGs achievement at the organizational level). The proposed model is simultaneous: each predictor is tested for its direct effect on the SDGs, and the total effect of the three on the SDGs is tested in the PLS-SEM structural regression model. The frame of mind model is as follows:

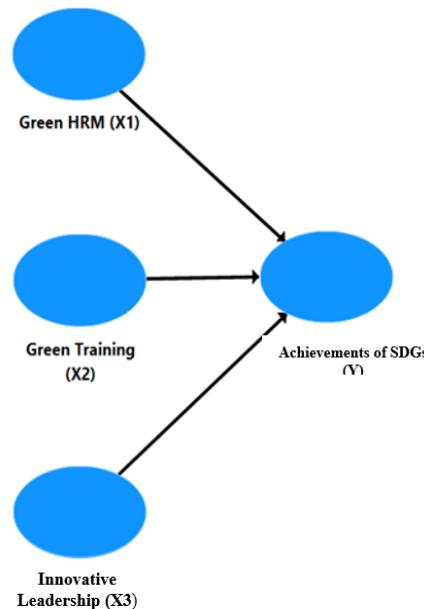


Figure 4. Research Models in Smart PLS

3. Methodology

3.1. Research Variables

This study included four main variables. Three independent variables (exogenous) are Green Human Resource Management (Green HRM), Green Training, and Innovative Leadership, and one dependent variable (endogenous) is the Achievement of Sustainable Development Goals (SDGs) in service companies. Green HRM focuses on environmentally friendly human resource management policies. Green Training emphasizes employee training to increase green awareness and skills. Innovative Leadership emphasizes a visionary leadership style and supports green innovation. The SDG-dependent variables are measured by the achievement of the sustainability indicators of service companies related to SDGs 8, 9, and 12 goals.

3.2. Population and Research Sample

The population of this study comprises all service companies operating in Indonesia. The service sector was chosen because of its dominant contribution to the national GDP (approximately 66% in 2023, BPS, 2024) and as the largest provider of employment. The service companies in question include the banking, insurance, transportation, tourism, hospitality, information technology, and professional services subsectors. The research sample was determined using *purposive sampling*, which involves the selection of samples based on certain criteria (Sugiyono, 2017). The criteria for sample inclusion in this study were as follows:

1. Service companies that have been operating for at least five years in Indonesia.
2. Companies with policies or programs related to sustainability or the environment.
3. Companies with a minimum of 50 permanent employees so that the HRM and training structure can be clearly identified.

The minimum sample count was determined based on the partial least squares Structural Equation Modeling (PLS-SEM) approach. According to Hair, Risher, Sarstedt, and Ringle (2019), the minimum sample size is 10 times the largest number of indicators in a single analysis path. Based on the indicators in this study (Green HRM = 5, Green Training = 4, Innovative Leadership = 4, SDGs = 4), the total number of indicators was 17. Therefore, the minimum sample size = $10 \times 5 = 50$ respondents. For the reliability and equity of subsectors, the study targeted 180 respondents, consisting of managers/supervisors of HR, operational, K3/ESG/sustainability functions. The allocation is carried out proportionally between service sub-sectors to be representative and facilitate cross-industry comparisons.

Table 1. Distribution of Sample Plans by Service Subsector

No	Services Subsector	Examples of Primary Respondent Roles	Target n
1	Banking	HR Manager, Sustainability/ESG Manager	30
2	Insurance	HR/Operations, Compliance/K3 Manager	20
3	Transportation & Logistics	Operations Manager, HSSE, HR	30
4	Tourism (travel, MICE, operators)	HR/Operational Manager, Quality/K3	325
5	Hospitality	HR Manager, Chief Engineer/ESG	25
6	Information Technology (IT)	People Ops/HR, EHS/Facility, Sustainability	30
7	Professional Services (consultants, law offices, accounting)	HR/Operational Partner, Sustainability Lead	20
Total			180

3.3. Data Collection Methods

Primary data were obtained through a questionnaire based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), which was shared online and offline with respondents. The questionnaire was compiled based on the indicators formulated in the operational definition of the variables. Before deployment, a content validity test was conducted by soliciting input from three HR management and sustainability experts. A questionnaire (pilot test) was administered to 30 respondents to ensure the reliability and validity of the instruments. In addition to the questionnaires,

secondary data were collected from the company's annual report, sustainability report, and official BPS publications related to the sustainability practices of service companies.

3.4. Research Instruments

The instrument used was a closed questionnaire with a Likert scale of 5 points (1 = strongly disagree to 5 = strongly agree). The questionnaire was arranged based on the following dimensions and indicators.

Table 2. Variable Operations

Variable	Dimension	Indicator	Source
Green HRM	1. Green Recruitment & Selection	a. The existence of a pro-environmental recruitment policy	(Jabbour & Jabbour, 2016; Tang et al., 2018)
	2. Green Training & Development	b. Employee training related to sustainability	
	3. Green Performance Management	c. Performance evaluation based on environmental aspects	
	4. Green Pay & Reward	d. Reward system for green contributions	
	5. Employee Involvement	e. Employee involvement in pro-environmental activities	
Green Training	1. Environmental knowledge	a. Regular training program on sustainability	(Yafi et al., 2021)
	2. Eco-friendly technical skills	b. Increased employee participation	
	3. Pro-environmental stance	c. Integration of training with company strategy	
	4. Training evaluation	d. A system of monitoring the results of the training	
Innovative Leadership	1. Visioning	a. Leaders create a vision of sustainability	(Jong & Hartog, 2007)
	2. Idea generation	b. Leaders' support for green ideas	
	3. Risk taking	c. Courage to try new approaches	
	4. Support for innovation	d. Support for the implementation of green innovation	
Achievements of SDGs	1. Energy efficiency	a. Reduced energy consumption	(Montiel, Cuervo-Cazurra, Park, Antolín-López, & Husted, 2021)
	2. Waste management	b. Effective waste management	
	3. Employee engagement	c. Employee participation in sustainability programs	
	4. Social contribution	d. Corporate social activities for the community	

3.5. Data Analysis Techniques

Data analysis was carried out using Partial Least Square–Structural Equation Modeling (PLS-SEM) with Smart PLS 4.0 software. PLS-SEM was chosen because it can test models with latent variables and complex indicators and does not require normal distribution assumptions (Hair et al., 2019). The stages of the analysis included:

- Outer Model test: includes tests of convergent validity (Average Variance Extracted/AVE), discriminant validity (Fornell-Larcker and HTMT), and construct reliability (composite reliability and Cronbach's alpha).
- Inner Model test: includes R^2 , Q^2 , and path coefficient tests through bootstrapping.
- Hypothesis Testing: H1–H4 were tested to determine the direct or simultaneous influence of exogenous variables on the achievement of the SDGs.

4. Results and discussions

4.1. Research Characteristics

This study targeted 180 respondents from seven service subsectors (banking, insurance, transportation, tourism, hospitality, information technology, and professional services). However, in the data collection process, there were several obstacles, such as limited access for respondents in certain sectors (for example, the insurance and professional services sectors) and refusal to fill out questionnaires due to company confidentiality reasons. Therefore, the total data that were successfully collected and processed were from 150 respondents (83.3% of the target).

Table 3. Characteristics of Research Respondents (n = 150)

Variable	Category	Total (n)	Percentage (%)
Services Subsector	Banking	26	17,3
	Insurance	15	10,0
	Transportation & Logistics	25	16,7
	Tourism	20	13,3
	Hospitality	21	14,0
	Information Technology	28	18,7
Gender	Professional Services	15	10,0
	Male	88	58,7
Age	Female	62	41,3
	25–34 year	40	26,7
	35–44 year	65	43,3
	45–54 year	35	23,3
Education	> 55 year	10	6,7
	S1	95	63,3
	S2	55	36,7
Position	HR Manager/People Ops	45	30,0
	Operational Manager/Logistik	40	26,7
	Sustainability/ESG/K3 Lead	35	23,3
	Supervisor/Assistant Manager	30	20,0
Tenure	5–10 tahun	55	36,7
	11–15 tahun	50	33,3
	> 15 tahun	45	30,0
Total		150	100

Based on Table 3, this study targeted 180 respondents from seven service subsectors, but the data that were successfully collected and processed amounted to 150 respondents (83.3% of the target). A total of 150 respondents were surveyed, most of whom came from the information technology subsector (18.7%), followed by banking (17.3%) and transport and logistics (16.7%). Meanwhile, respondents from the insurance and professional services subsectors each contributed only 10% of the total, slightly below the initial target. Demographically, the majority of respondents were men (58.7%), while women accounted for 41.3%. This is in line with field conditions, where the managerial position, especially in the operational and logistics fields, is still dominated by men. In terms of age, the age group of 35–44 years is the most dominant (43.3%), reflecting that most respondents are already in the middle career phase with quite long work experience.

The last education of The majority of respondents had an S1 (63.3%) or S2 (36.7%) degree, indicating that the respondents of this study had a relatively good educational background. In terms of position, HR/People Ops managers were the most respondents (30%), followed by operational/logistics managers (26.7%) and sustainability/ESG/K3 leads (23.3%). As many as 20% of the respondents are supervisors or assistant managers involved in the implementation of sustainability policies. Based on the working period, most of the respondents worked for more than 5 years, with a composition of 36.7% (5–10 years), 33.3% (11–15 years), and 30% (>15 years). This shows that the survey respondents had

adequate experience in understanding the company's policies related to HRM, training, and sustainability.

4.2. Average and Outer Loading

The outer loading test aims to determine the extent to which the indicator can represent the measured construct. The indicator is considered valid if it has an outer loading value of ≥ 0.7 (Hair et al., 2019). The following is a list of questionnaire indicators along with their outer loading values:

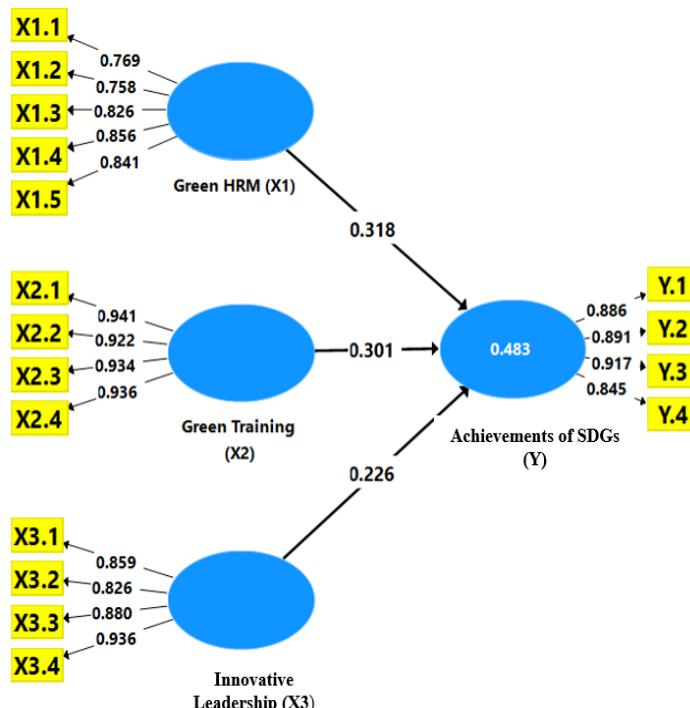


Figure 5. Outer Loading

Table 4. Outer Loading Research Indicators

Variable	Indicator (Questionnaire statement)	Outer Loading
Green HRM (X1)	X1.1 The existence of a pro-environmental recruitment policy	0,769
	X1.2 Employee training related to sustainability	0,758
	X1.3 Performance evaluation based on environmental aspects	0,826
	X1.4 Reward system for green contributions	0,856
	X1.5 Employee involvement in pro-environmental activities	0,841
Green Training (X2)	X2.1 Regular training program on sustainability	0,941
	X2.2 Increased employee participation	0,922
	X2.3 Integration of training with company strategy	0,934
	X2.4 Integration of training with company strategy	0,936
Innovative Leadership (X3)	X3.1 Leaders create a vision of sustainability	0,859
	X3.2 Leader's support for ideas	0,826
	X3.3 Courage to try new approaches	0,880
	X3.4 Support for the implementation of green innovation	0,936
Achievement of the SDGs (Y)	Y.1 Reduced energy consumption	0,886
	Y.2 Effective waste management	0,891
	Y.3 Employee participation in sustainability programs	0,917
	Y.4 Corporate social activities for the community	0,845

The findings above show that all indicators have an outer loading value above 0.7; therefore, it can be concluded that the indicators used are valid in measuring each latent construct. Thus, the questionnaire instrument can be trusted to represent the research variables.

4.3. Average Variance Extracted (AVE)

Convergent validity measures the extent to which the indicators used to represent the constructs are consistent. An AVE value of ≥ 0.5 indicates that the construct can explain more than 50% of the variance of its indicators.

Table 5. AVE Value and Construct Reliability

Average Variance Extracted (AVE)	
Green HRM (X1)	0,658
Green Training (X2)	0,871
Innovative Leadership (X3)	0,768
Achievements of SDGs (Y)	0,784

The findings above show that all variables have an AVE value above 0.5, with a range of 0.658 to 0.871. This shows that each construct can explain the variance of its indicators well, thus meeting the conditions of convergent validity.

4.4. Average Uji Cronbach's Alpha dan Composite Reliability

Reliability is used to assess the internal consistency of an indicator in measuring constructs. Cronbach's Alpha and Composite Reliability values ≥ 0.7 indicate good reliability.

Table 6. AVE Value and Construct Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Green HRM (X1)	0,872	0,889	0,905	0,658
Green Training (X2)	0,951	0,952	0,964	0,871
Innovative Leadership (X3)	0,898	0,911	0,930	0,768
Achievement of the SDGs (Y)	0,908	0,911	0,935	0,784

The findings above show that all constructs have Cronbach's Alpha and Composite Reliability values above 0.7. Thus, the research instrument can be considered reliable and consistent in measuring research variables.

4.5. Discriminant Validity (Fornell Larcker C)

Discriminant validity is used to assess whether a construct is truly different from another. The root value of the AVE (shown on the diagonal of the table) must be greater than the correlation between the variables.

Table 7. Fornell-Larcker Criterion

	Green HRM (X1)	Green Training (X2)	Leadership Innovative (X3)	Achievements SDGs (Y)
Green HRM (X1)	0,811			
Green Training (X2)	0,502	0,933		
Innovative Leadership (X3)	0,508	0,534	0,876	
Achievement of the SDGs (Y)	0,583	0,581	0,547	0,885

The above findings show that the value of the diagonal (root of AVE) is higher than the correlation between constructs, so the Fornell-Larcker criterion is met. Thus, each variable has a clear difference from the others.

4.6. Hypothesis (T-statistics)

The hypothesis test was conducted by examining the T-statistics and P-values. The hypothesis is stated to be significant if the T-statistics ≥ 1.96 and P-values ≤ 0.05 .

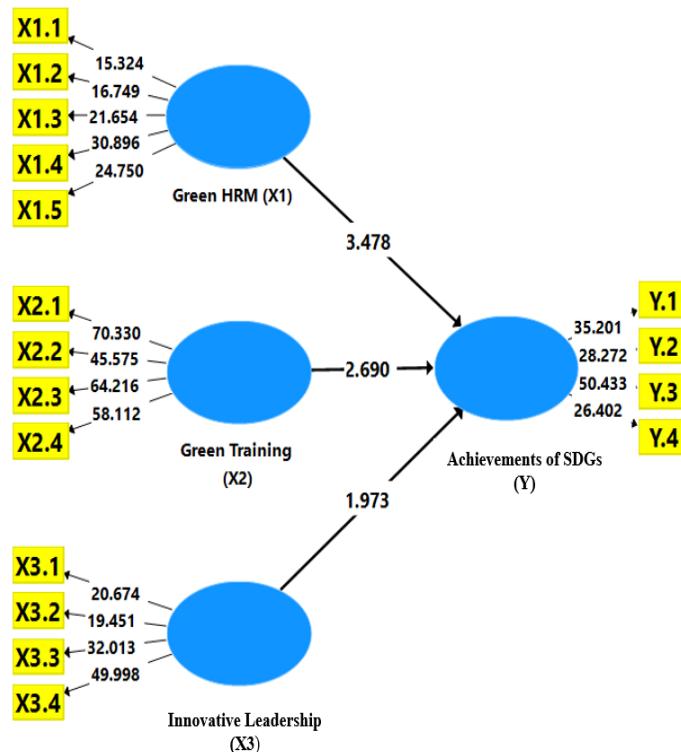


Figure 6. Path Coefficients T values

Table 8. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Green HRM (X1) -> Achievement of the SDGs (Y)	0,318	0,333	0,091	3,478	0,001
Green Training (X2) -> Achievement of the SDGs (Y)	0,301	0,305	0,112	2,690	0,007
Innovative Leadership (X3) -> Achievement of the SDGs (Y)	0,226	0,215	0,114	1,973	0,049

1. Green HRM (X1) Towards the Achievement of SDGs (Y)

The test results showed that Green HRM had a positive and significant effect on the achievement of the SDGs, with a path coefficient value of 0.318 and a t-statistic value of 3.478 ($p = 0.001 < 0.05$). These findings indicate that the better the implementation of Green HRM practices in an organization, the greater its contribution to supporting the achievement of Sustainable Development Goals (SDGs). This confirms that environmentally oriented human resource management can encourage sustainable behavior at the company level.

2. Green Training (X2) Towards the Achievement of SDGs (Y)

The test results showed that Green Training had a positive and significant effect on the achievement of the SDGs, with a path coefficient value of 0.301 and a T-statistic of 2.690 ($p = 0.007 < 0.05$). These findings indicate that training focusing on environmental and sustainability issues can increase employees' awareness and competence in supporting the SDGs agenda. Thus, the more intensive and relevant the green training provided, the higher the company's sustainability contribution.

3. Innovative Leadership (X3) Towards the Achievement of the SDGs (Y)

The test results showed that innovative leadership had a positive and significant effect on the achievement of the SDGs, even with a relatively smaller path coefficient of 0.226 and a t-statistic value of 1.973 ($p = 0.049 < 0.05$). These findings indicate that innovative leadership styles can drive the creation of new strategies, programs, and solutions that contribute to the achievement of

sustainable development goals (SDGs). In other words, leaders who dare to innovate still play an important role, even though the influence is not as significant as Green HRM and Green Training.

4.7. Goodness-of-Fit Model

The goodness-of-fit (GoF) was used to assess the overall suitability of the model. One commonly used measure is the SRMR, where a Δ value of 0.10 indicates a good fit model.

Table 9. Goodness-of-Fit Measures

Model Fit	Saturated Model	Estimated Model
SRMR	0,082	0,082
d_ULS	1,025	1,025
d_G	0,963	0,963
Chi-Square	759,138	759,138
NFI	0,710	0,710

The above findings, showing an SRMR value of $0.082 < 0.10$, show that the model has good suitability. Although the NFI value (0.710) has not reached the very high category, in general, the PLS-SEM model built can be considered feasible to test the relationship between variables.

4.8. R Square

The determination coefficient is used to determine the extent to which the independent variables in the study can explain the variation in the dependent variables. In this study, the independent variables were Green HRM (X1), Green Training (X2), and Innovative Leadership (X3), while the dependent variable was SDGs Achievement (Y). The values of R Square and R Square Adjusted are shown in the following table.

Table 10. R Square

	R Square	R Square Adjusted
Green HRM (X1), Green Training (X2), Innovative Leadership (X3) -> Achievement of the SDGs (Y)	0,483	0,473

The results of the table show that the value of R Square is 0.483. This means that Green HRM, Green Training, and Innovative Leadership together were able to explain 48.3% of the variation in the achievement of the SDGs, while the remaining 51.7% was influenced by factors outside this study. Thus, this model has sufficient predictive capabilities to explain the linkage between organizational sustainability practices and the achievement of sustainable development goals.

4.9. Discussion

4.9.1. Green HRM Towards Achievements of SDGs

The results of the study show that Green HRM has a positive and significant effect on the achievement of SDGs, with a path coefficient of 0.318 and a t-statistic value of 3.478 ($p < 0.05$). This means that the stronger the implementation of Green HRM practices in an organization, the higher the company's contribution to supporting sustainable development goals. Green recruitment practices, environmental training, green reward systems, and performance evaluations based on environmental aspects have been proven to encourage pro-environmental employee behavior to support the achievement of SDGs.

These findings support the view of Rosyafah, Hidayat, and Nitawati (2025), who stated that the integration of HR policies with environmental strategies can reduce an organization's carbon footprint while promoting corporate sustainability. Green HRM, as an environment-based human resource management practice, not only improves internal efficiency but also makes a real contribution to the global sustainability agenda.

These results are in line with the research of Arifin et al. (2025), who found that Green HRM contributes significantly to competitive advantage through the implementation of sustainable strategies. Research by Fathurohman, Septian, Anggraeni, and Roswinna (2025); Setiawan, Rahmawati, and Santoso (2023) also proves that Green HRM practices are able to improve the company's reputation in the eyes of consumers because they are considered responsible for the environment. In addition, Zhang and Ouyang (2021) confirm that Green HRM encourages employees green behavior, which has positive implications for achieving a company's sustainability targets.

4.9.2. Green Training towards Achievement of the SDGs

The results of the study showed that Green Training had a positive and significant effect on the achievement of the SDGs, with a path coefficient of 0.301 and a t-statistic value of 2.690 ($p < 0.05$). These findings indicate that sustainability-focused training can increase employees' awareness, knowledge, and skills to support the implementation of green strategies within companies, thereby strengthening the company's contribution to the SDGs agenda.

This encourages behavior change in a more sustainable direction. With green training, employees are not only educated but also encouraged to implement environmentally friendly work practices. These findings are consistent with the theory put forward by Nugraha, Sunarti, and Makitsuna (2024), which explains that green training helps employees understand the ecological impact of their business activities and consistently. Pinzone et al. (2016) showed that green training significantly improves employees' technical skills and pro-environmental attitudes, which ultimately contributes to the sustainability performance of organizations. Gomes et al. (2024) also prove that green training positively influences green performance management in the service sector. In addition, Kalyar, Shafique, and Ahmad (2020) confirm that green training increases employee motivation to actively participate in the implementation of the company's SDGs strategy.

4.9.3. Innovative Leadership towards Achievements of SDGs

This study found that innovative leadership had a positive and significant effect on the achievement of the SDGs, with a path coefficient of 0.226 and a t-statistic value of 1.973 ($p < 0.05$). Although the impact value is relatively smaller than that of Green HRM and Green Training, these findings show that innovative leadership styles significantly contribute to driving the creation of green strategies and sustainability programs in organizations.

These findings support the theory proposed by Jong and Hartog (2007), which states that innovative leadership includes visioning, idea generation, risk taking, and support for innovation that can encourage the creation of creative solutions to face environmental challenges. Innovative leaders drive the adoption of sustainable business practices relevant to achieving the SDGs. Insani and Rizky (2024) found that innovative leadership affects employees' green behavior, which ultimately contributes to the company's environmental performance. Yohanida and Nugrahaningsih (2025) also confirm that innovative leaders in the service sector play an important role in driving organizational transformation towards sustainability. In addition, Javed et al. (2020) show that innovative leadership improves an organization's ability to integrate SDGs into corporate strategies through creativity and measurable risk-taking.

4.9.4. Green HRM, Green Training, dan Innovative Leadership Towards Achieving the SDGs

The results of this study prove that the three independent variables, Green HRM, Green Training, and Innovative Leadership, contribute positively to the achievement of the SDGs. This is shown by an R Square value of 0.483, which indicates that almost half of the SDGs achievement can be explained by green-oriented human resource management practices, sustainability-focused training programs, and innovative leadership styles. Thus, it can be concluded that the success of organizations in achieving the SDGs depends not only on macro strategies but also on micro practices implemented at the company level.

These findings are in line with the Resource-Based View (RBV) theory, which states that appropriately managed human resources can be a sustainable competitive advantage (Hamadamin &

Atan, 2019). Green HRM enables organizations to build employee commitment to eco-friendly practices, while Green Training strengthens knowledge and skills to support sustainability strategies. Innovative leadership acts as a catalyst that encourages organizational creativity and adaptation in the face of global challenges. These three elements contribute to the achievement of the triple bottom line (profit, people, planet), which is the core of the SDGs.

The results of this study are consistent with those of several previous studies. For example, Faeni, Feani, Pujiati, and Cahaya (2025) show that Green HRM plays a significant role in supporting the achievement of sustainable practices in the service sector. Jabbour and Jabbour (2016) also found that Green Training increases the effectiveness of SDGs implementation by improving employee competencies. Meanwhile, Rahma, Utha, Mihalay, Kurniawati, and Hermawan (2025) confirm that innovative leadership can mediate the relationship between sustainability strategy and organizational performance. Thus, this study reinforces the empirical literature that a combination of green HRM, sustainability training, and innovative leadership styles is important in supporting the achievement of SDGs in various sectors.

5. Conclusions

5.1. Conclusion

Based on the results of the research and discussion, several conclusions can be drawn as follows. There is a positive and significant influence on the achievement of the SDGs; Green Training has a positive and significant influence on the achievement of the SDGs; Innovative Leadership has a positive and significant influence on the achievement of the SDGs; Green HRM, Green Training, and Innovative Leadership have a simultaneous influence on the achievement of the SDGs, which can explain 48.3%, while the rest is influenced by other factors outside of the research.

5.2. Limitations

This study suggests that service companies in achieving the SDGs further strengthen the implementation of Green HRM, Green Training, and Innovative Leadership as follows. It is explained that in the Green HRM variable, the lowest outer loading value is found in the indicator X1.2 (There is employee training related to sustainability) = 0.758. This shows that although Green HRM practices are already good enough, companies need to increase the frequency and quality of sustainability-focused training to educate employees.

Training programs can be strengthened by incorporating applicable modules, industry case studies, and green certifications that enhance practical competencies. As Explained in the Green Training variable, the lowest outer loading value is found in the indicator X2.2 (Increase in employee participation) = 0.922. Although the value is still high, this shows that there is room for improvement in increasing employee involvement in training programs. Companies can provide incentives, rewards, or scoring systems that encourage active participation in sustainability training sessions. For the Innovative Leadership variable, the lowest outer loading value is found in the indicator X3.2 (Leader's support for green ideas) = 0.826. This means that company leaders need to create more space for green ideas to emerge from employees.

Regular discussions, green innovation competitions, and sharing forums can be used as strategies to strengthen the role of leaders in fostering sustainable creativity. In the SDGs Achievement variable, the lowest outer loading value is found in indicator Y.4 (Corporate social activities for the community) = 0.845. This shows that a company's social contribution can still be increased. Companies can expand CSR programs that are not only philanthropic but also empower the community in a sustainable manner, such as green entrepreneurship training, village renewable energy programs, or mentoring environmentally friendly MSMEs.

5.3. Suggestions

It is suggested that service companies further strengthen the implementation of Green HRM, Green Training, and Innovative Leadership to achieve the SDGs.

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