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Fostering Green Creativity in Public Organizations: The Mediating Role of Green Human Resource Management in the Relationship between Green Transformational Leadership and Green Servant Leadership

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ABSTRACT
This study examines the mediating role of Green Human Resource Management (GHRM) in the relationship between green transformational leadership, green servant leadership, and green creativity within public sector organizations. Drawing upon the Ability, Motivation, and Opportunity (AMO) theory and Social Cognitive Theory, data were collected from 80 civil servants across government institutions in Sungai Penuh City, Jambi Province, using a purposive sampling technique. The collected data were analyzed using Structural Equation Modeling (SEM) with Amos 22. The findings reveal that both green transformational leadership and green servant leadership exert significant positive effects on GHRM and green creativity. Furthermore, GHRM was found to partially mediate the relationships between both leadership styles and green creativity. These results underscore the strategic importance of integrating leadership development and environmentally oriented HRM practices to cultivate green creativity in public organizations. The study offers theoretical contributions to the sustainability and public administration literature, while providing practical recommendations for policymakers and public managers to foster environmentally responsible behaviors and innovative solutions in addressing ecological challenges.

Keywords: green transformational leadership, green servant leadership, Green Human Resource Management, green creativity, public sector organizations

INTRODUCTION
Global warming and various forms of environmental degradation have heightened the imperative for enhanced environmental protection and management. The escalating ecological crises, ranging from rising global temperatures to widespread pollution, have compelled both governmental and non-governmental entities to reassess their operational strategies and prioritize sustainability. Consequently, environmental consciousness and the adoption of sustainable practices have garnered substantial scholarly attention over recent decades (Aligah et al., 2022; Aboramadan & Karatepe, 2021; Bartolacci et al., 2020; Yong et al., 2020). This growing body of research reflects a paradigm shift in which organizations are no longer evaluated solely on economic performance but also on their commitment to ecological stewardship.

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The escalating environmental awareness is driven by societal demands, market pressures, governmental regulations, and sustainable development policies, compelling diverse organizationsincluding public sector entitiesto accelerate their transition toward more environmentally responsible management practices (Al-Hawari et al., 2021; Li et al., 2020). Within this context, public sector organizations are increasingly motivated to achieve sustainable development objectives through the implementation of practices that support environmental stewardship (Hameed et al., 2022; Thabet et al., 2022). Unlike their private counterparts, public sector institutions bear a unique responsibility as agents of societal change, tasked with not only complying with environmental regulations but also setting exemplary standards for sustainable governance.

One widely adopted organizational approach to fostering sustainability is Green Human Resource Management (GHRM) (Aftab et al., 2022; Luu, 2019). GHRM refers to "HRM activities that promote positive environmental outcomes" (Kramar, 2014). This conceptualization underscores the strategic role of human resource functions in embedding environmental values into the core of organizational culture. The integration of various practices, including green training, green performance evaluation, and green reward systems, plays a pivotal role in enhancing employees' environmentally friendly behaviors (Dumont et al., 2017). Green training equips employees with the necessary knowledge and competencies to identify and implement eco-efficient solutions, while green performance evaluation aligns individual objectives with organizational environmental targets, and green reward systems provide tangible incentives for pro-environmental conduct. Within public sector organizations, the implementation of GHRM serves as a strategic instrument for cultivating a work culture that supports environmental preservation while simultaneously advancing sustainable governance (Ahmad et al., 2021). By institutionalizing green values through HRM policies, public agencies can foster a workforce that is not only environmentally literate but also intrinsically motivated to contribute to broader sustainability agendas.

The success of public sector organizations in achieving environmentally sustainable performance is also significantly contingent upon the role of leadership. Numerous studies have recognized the critical importance of leadership in supporting the attainment of organizational environmental performance. Johnson and Schaltegger (2020) and Alwakid et al. (2021) demonstrate that leaders who simultaneously pursue environmental and organizational objectives are capable of exerting a transformative influencenot only on their organizations but also on the development of an environmentally conscious work culture. Such leaders act as change agents who articulate a compelling environmental vision, model sustainable behaviors, and empower employees to take ownership of green initiatives. In the context of public governance in Sungai Penuh City, sustainability-oriented leadership constitutes a crucial factor in directing employees to support various green development programs. The local government's commitment to embedding environmental considerations into policy formulation and implementation necessitates leaders who can bridge the gap between administrative mandates and grassroots environmental action.

Research on green creativity has increasingly emerged as a key outcome in realizing sustainable organizations (Riva et al., 2021). Green creativity is defined as "the development of new ideas concerning green products, green services, green processes, or environmentally friendly practices that are considered original, novel, and authentic" (Riva et al., 2021), and is beneficial in supporting organizational goals (Chen & Chang, 2013). This construct extends beyond conventional creativity by explicitly integrating ecological dimensions into the ideation process, thereby fostering solutions that are both innovative and environmentally responsible. In addition to its significance in developing novel, environmentally sustainable approaches to task completion (Mittal & Dhar, 2016; Ogbeibu et al., 2021), green creativity also fosters organizational innovation and enhances competitive advantage (Bhutto et al.,

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2021; Tuan, 2020). Organizations that cultivate green creativity are better positioned to adapt to evolving environmental regulations, anticipate stakeholder expectations, and differentiate themselves through sustainable practices. Nevertheless, studies linking green creativity with GHRM practicesparticularly within the public sectorremain relatively scarce (Ahmad et al., 2021; Al-Hawari et al., 2021). This gap is particularly concerning given the unique structural and cultural characteristics of public organizations, which may facilitate or impede the translation of HRM initiatives into creative environmental outcomes. Drawing upon the Ability, Motivation, and Opportunity (AMO) theory (Appelbaum et al., 2000), this study aims to explore how GHRM functions as a mechanism that fosters green creativity. The AMO framework posits that employee performance is a function of their capabilities, motivation, and the opportunities provided by the organizational environment, offering a robust theoretical lens for examining the interplay between HRM practices and creative environmental behaviors.

Furthermore, the effectiveness of GHRM implementation is strongly influenced by the leadership styles adopted within organizations. Fostering green creativity among employees constitutes a primary concern for public sector leaders, as creative solutions are essential for addressing complex and evolving environmental challenges. Leaders' behaviors and characteristics exert a powerful influence on individual conduct, shaping not only task performance but also discretionary behaviors such as pro-environmental initiative and innovation. Green servant leadership, which emphasizes care for and service to the natural environment, is considered capable of supporting the achievement of organizational environmental goals (Robertson & Barling, 2017). Servant leaders prioritize the well-being of their followers and the broader community, including the ecological systems upon which communities depend. Numerous studies conclude that servant leadership plays a role in motivating employees to contribute to the development of environmentally sustainable organizations and to enhance organizational environmental performance. When leaders treat employees through an environmentally oriented approach, employees are afforded greater opportunities and resources to participate in various eco-friendly activities, thereby improving the organization's sustainable performance (Dhar, 2016). This occurs because servant leaders cultivate trust, psychological safety, and a sense of shared purpose, which collectively enable employees to engage in risk-taking and experimentation necessary for creative environmental problem-solving. Tuan (2021) found that environmentally conscious leadership can enhance environmental performance at both individual and team levels through the creation of a green organizational climate. Such a climate, characterized by shared values, norms, and practices oriented toward ecological sustainability, serves as a fertile ground for nurturing green creativity. Additionally, Luu (2020) asserts that servant leadership constitutes an effective approach for improving organizational green performance by reinforcing pro-environmental behaviors among employees, as it aligns individual aspirations with collective environmental objectives.

In addition to green servant leadership, green transformational leadership also plays a significant role in enhancing employees' green creativity. Green transformational leadership influences subordinates to achieve environmental goals and objectives through inspiration and motivation, thereby generating superior performance and fostering green creativity (Chen, 2013). Transformational leaders stimulate intellectual curiosity, challenge conventional thinking, and provide individualized consideration, all of which are conducive to creative thought processes. When these leadership behaviors are directed toward environmental outcomes, they can catalyze the generation of novel ideas that address ecological concerns while simultaneously advancing organizational missions. Therefore, full support from organizational leadership, reinforced by GHRM practices, enables leaders to effectively implement green transformational leadership. The role of green transformational

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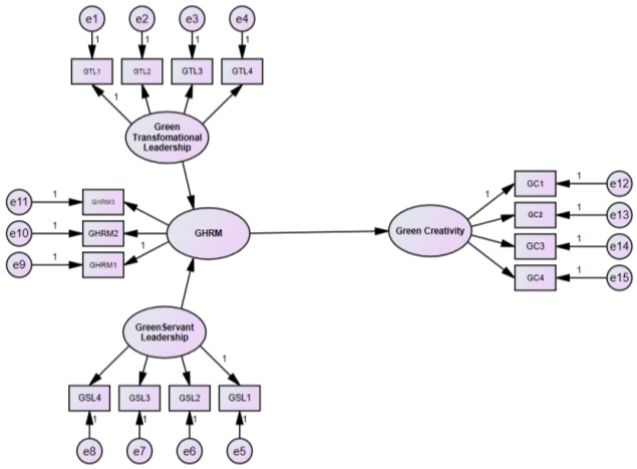
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leadership in shaping employees' pro-environmental behaviors has been widely acknowledged across various studies (Mansoor et al., 2021; Mittal et al., 2016; Robertson et al., 2018). These studies consistently demonstrate that transformational leaders who articulate a compelling environmental vision and model eco-conscious behaviors are more likely to inspire their followers to adopt similar values and engage in sustainability-oriented actions. Accordingly, this study proposes that green human resource management initiatives can create an organizational environment conducive to the development of green creativity through the implementation of green transformational leadership. By integrating GHRM practices with transformational leadership behaviors, public organizations can establish a synergistic effect that amplifies the impact of both on employees' creative environmental performance.

Employees' environmentally responsible behaviors can positively contribute to the enhancement of green performance in public sector organizations. Although human resource practices play a vital role in translating organizational strategy into employee behaviors, research on how Green Human Resource Management practices shape employees' green behaviors remains underexplored. Environmentally conscious employee behaviors can yield positive impacts on organizational sustainability across multiple domains (Farook et al., 2022). However, the mechanisms driving the formation of such behaviors remain limited in the extant literature. Consequently, studies examining the impact of organizational policies and leadership influences on employees' environmentally responsible behaviors are of paramount importance. In light of these conditions, this study investigates the relationship between green servant leadership and green transformational leadership on green creativity within the public governance sector of Sungai Penuh City, utilizing Social Cognitive Theory as a theoretical lens. Social Cognitive Theory emphasizes the reciprocal interaction between personal factors, environmental influences, and behavioral outcomes, providing a comprehensive framework for understanding how leadership and HRM practices jointly shape employees' creative environmental behaviors. Furthermore, this study positions Green Human Resource Management (GHRM) as a mediating variable to provide a more comprehensive understanding of how government organizations can encourage employees to generate innovative solutions in addressing environmental challenges. The conceptual model in this study can be seen in Figure 1.

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Figure 1. Conceptual Framework



Green's direct relationshiptransformation leadership with GHRM and green creativity

Transformation leadershiputilize intellectual stimulation and inspirational motivation that fosters creativity and innovation (Mansooret al 2021).Transformation leadership is a

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leader in encouraging innovative thinking among employees, which stimulates thinking outside the box and empowers employees to think about organizational problems in new ways.Green transformation leadership is a management behavior characterized by motivation, clear vision, encouragement, inspiration and support to achieve development needs to achieve the organization's environmental goals (Singh et al, 2020).

Green transformation leadership Encourages individuals to acquire new skills and technologies and stimulates green innovation, enabling organizations to commercialize green products. Furthermore, green transformation leadership encourages employees to prioritize the organization's green goals over personal agendas and provides employees with all the resources they need to develop new ideas for improving environmental performance.Li et al, 2020). Employees can generate new ideas when managers recognize and encourage their creative thinking and implement their innovative vision, Therefore, green transformation leadership must guide and encourage their employees to practice green innovation (Zhou et al, 2018; Wang et al, 2018). Several findings also provide an explanation that green transformation leadership plays a role in influencing green creativity in employees (Li et al, 2020; Zhou et al, 2018; Wang et al, 2018; Mansoor et al, 2021).

Green transformation leadershipplay a key role in the organization in supporting the formulation of Green Human Resource Management (GHRM) policies and practices (Jia et al., 2018),Green transformation leadership embodying the beliefs and values of top management and having a significant impact on the company's GHRM. On the other hand, Green Human Resource Management (GHRM), which refers to the green side of Human Resource Management (HRM) practices, aims to help companies achieve green employee behavior in the workplace, as well as develop, motivate, and maintain it.

Therefore, we speculate that the organizationGreen transformation leadershipplays a key role in formulating Green Human Resource Management (GHRM) policies and practices that support achieving green innovation and green performance (Jia et al., 2018), which helps organizations strategize and realize their vision (Karton et al., 2014). Many studies support thattransformation leadershipplay a role in influencingGreen Human Resource Management(GHRM) (Jia et al., 2018; Singh et al, 2020); Hameed et al, 2020). Therefore, we suggest that:

H1a. green transformation leadershiphas a positive impact on GHRM

H1b. green transformation leadershiphas a positive impact ongreen creativity

Green's direct relationshipservant leadership with GHRM and green creativity

Servant leadershipServant leadership is a form of leadership that motivates and persuades a group of people to achieve a common goal. Servantoriented leadership focuses on serving individuals, not individuals who work to serve the leader. A servant leader is someone who strives to serve others and ensure that their needs are met. This is one of the most important topics in an organizational context and has been studied in relation to several employee performance outcomes (Hassi, 2019; Swanson, Kim, Lee, Yang, & Lee, 2020). In this context, green servant leadership related to respecting environmental principles and preserving nature for the future (Sher and Nawas, 2021). green servant leadership is one of the most successful types of leadership and has been studied by many scientists. Much empirical research in the hospitality industry has examined the positive benefits of servant leadership on follower attitudes and actions, such as providing psychological power in shaping employee creativity (Yang et al., 2019;Hou et al,2022;Mansoor et al, 2021).

Ideas such as Leadership oriented toward sgreenservant leadershipand GHRM share similarities in motivating and influencing individuals or groups to achieve common goals and protect the environment. Serviceoriented leadership is a key topic from a managerial perspective that has been studied from various perspectives on employee performance (Swanson et al., 2020).Greenservant leadership Companies with green HR targets must

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achieve environmentally friendly employee creativity through integrated GHRM practices to achieve sustainability within the organizational system. Numerous findings demonstrate that green servant leadership can influence Green GRM (Sher and Nawas, 2021;Swanson et al, 2020;Darvishmotevali et al, (2022).Therefore, we recommend that:

H2a. green servant leadershiphas a positive impact onGHRM

H2b. green servant leadershiphas a positive impact ongreen creativity

Green HRM as a mediator

Green HRM can be defined as HRM actions and policies that support business sustainability and, more importantly, aim toto prevent negative impacts resulting from environmentally damaging activities within the organization(Ren et al, 2018). Green HRM aspects Green HRM refers to the environmentally friendly aspects, which are the implementation of goals that enable organizations to achieve, create, inspire, and support environmentally friendly employee behavior within the organization (Dumont et al., 2017). Green HRM emphasizes trainingGHRM plays a key role in adapting employee attitudes and behaviors, thus facilitating the implementation of environmental programs and supporting the achievement of sustainable organizational goals (Ahmad et al., 2021; Islam et al., 2022; Pellegrini et al., 2018; Roscoe et al., 2019). The implementation of GHRM programs such as environmentally aware training, environmentally friendly performance assessments, and environmentally focused awards and rewards indicates that the company appreciates employees' proenvironmental actions and their contributions to maintaining environmental sustainability (Aboramadan & Karatepe, 2021). Green HRM practices are significant activities that help increase employees' environmental awareness, enable them to understand new environmental practices, and enhance their environmental competencies and skills (Farooq et al., 2021; Kim et al., 2020; Schröder et al., 2022; Sourvinou & Filimonau, 2018). Furthermore, GHRM can stimulate employees' environmental actions by linking them to performance evaluations, promotions, rewards, and compensation (Anwar et al., 2022), thus serving as a significant predictor of increased green creativity (Alyahya, 2023).

GHRM is associated with creating new solutions and ideas related to environmentally friendly practices, services, and products (Chen & Chang, 2013). Specifically, enhancing employee capabilities through environmentally friendly leadership can help employees develop new attitudes, skills, and mindsets related to the environment (Pham et al., 2020). Improving employee morale can be achieved by linking performance appraisals, rewards, and compensation to proenvironmental actions. This will motivate employees to be environmentally responsible. Providing opportunities for employees to engage and share knowledge can also encourage them to contribute and create new ideas related to the environment (Masri & Jaaron, 2017). By implementing GHRM practices, it is hoped that employees will have a better ability to generate creative ideas and solutions for better environmental practices. Several study findings indicate that GHRM practices influence green creativity (Muisyo et al, 2022Alyahya, 2023;Abualigah et al, 2022).Previous studies have shown that GHRM plays an important role in mediating the relationship between green transformational leadership (Sun et al, 2022; Singh et al, 2020; Jia et al, 2018) and green servant leadership (Sher and Nawaz, 2021;Alyahya et al, 2023; Darvishmotevali et al, 2021). Therefore, we suggest that:

H3. GHRM has a positive impact ongreen creativity

H4a.GHRM mediates the relationship between greentransformational leadershipagainst greencreativity

H4b. GHRM mediates green relationsservant leadershipagainst greencreativity

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METHOD

This research was conducted across all government institutions within the administrative jurisdiction of Sungai Penuh City, Jambi Province. These public sector organizations were selected as the research setting due to their strategic role in implementing regional development policies oriented toward environmental sustainability. In response to the growing demands for good governance and sustainable development, various public sector organizations are increasingly required to adopt environmentally responsible human resource management practices and to cultivate leadership styles capable of fostering employee green creativity. Accordingly, all Regional Apparatus Organizations (*Organisasi Perangkat Daerah/*OPD) and government agencies in Sungai Penuh City were considered a relevant context for examining the mediating role of Green Human Resource Management (GHRM) in the relationship between Green Transformational Leadership, Green Servant Leadership, and Green Creativity.

The sampling technique employed in this study was purposive sampling, wherein sample units were selected based on specific considerations, allowing the researcher to choose respondents deemed capable of providing information pertinent to the research objectives. The respondent criteria included civil servants (*Aparatur Sipil Negara*ASN) and employees within government institutions in Sungai Penuh City who had completed a minimum of one year of service, thereby possessing adequate familiarity with leadership practices and human resource management policies within their respective organizations. The determination of the sample size adhered to multivariate analysis guidelines, specifically the rule of thumb that the number of respondents should be at least 20 times the number of indicators or variables (Hair et al., 2019). Accordingly, the sample size for this study was calculated based on four variables, yielding a total of 80 respondents. Questionnaires were distributed voluntarily to employees across various government institutions in Sungai Penuh City over a onemonth period to obtain the requisite data. The collected data were analyzed using Structural Equation Modeling (SEM) with the aid of Amos 22 software. The measurement instruments employed in this study were adapted from prior validated research.

Developing measures to be applied whenever necessary involves the use of multiitem reliability and unidirectionality indices.green servant leadershipmeasured by 3 items developed by (Gu and Liu 2022).green transformational leadership This is measured from 4 items developed by (Hou et al, 2023; Chen and Chang 2013).GHRM was assessed using 3 items developed by(Darvishmotvali and Altinay, 2022; Dumont et al, 2016). and green creativity is assessed using 4 items developed by(Hou et al, 2023; Chen and Chang 2013), which can be seen in Table 1. The psychometrics of the assessment measures used confirmatory factor analysis (CFA). The scoring model was classified by Amos 22 with the highest probability. As a step to refine the scale, a CFA standard loading estimate was performed. If the factor loading value exceeds 0.50, the measurement accuracy can be verified.(Ghozali, 2016).

RESULTS AND DISCUSSION

The measurement model was rigorously evaluated through confirmatory factor analysis (CFA) to assess the validity and reliability of all latent constructs employed in this study. As presented in Table 1, the standardized factor loadings for all indicators across the four constructsGreen Servant Leadership (GSL), Green Transformational Leadership (GTL), Green Human Resource Management (GHRM), and Green Creativity (GC)ranged from 0.80 to 0.98, substantially exceeding the recommended threshold of 0.70 (Hair et al., 2019), thereby confirming robust individual item reliability across all measures. These findings indicate that each indicator effectively represents its respective underlying construct, providing a solid empirical foundation for subsequent structural analysis.

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Green Servant Leadership (GSL) was measured using three indicators adapted from Gu and Liu (2022). The factor loadings for all items ranged from 0.90 to 0.96, substantially exceeding the recommended threshold of 0.70 (Hair et al., 2019), thereby demonstrating strong indicator reliability. The Average Variance Extracted (AVE) value was 0.72, which surpasses the minimum acceptable criterion of 0.50, confirming adequate convergent validity (Fornell & Larcker, 1981). Furthermore, the Composite Reliability (CR) value of 0.85 exceeded the recommended cutoff of 0.70, indicating satisfactory internal consistency among the measurement items. The skewness values ranged from 1.58 to 0.97, falling within the acceptable range of ±2, suggesting that the data were normally distributed and suitable for further multivariate analysis (Byrne, 2016). These findings collectively affirm that the GSL measurement model exhibits robust psychometric properties.

Green Transformational Leadership (GTL) was operationalized using four measurement items adapted from Hou et al. (2023) and Chen and Chang (2013). The standardized factor loadings ranged from 0.83 to 0.88, all exceeding the acceptable benchmark of 0.70, thereby confirming the individual item reliability. The AVE value was notably high at 0.93, far exceeding the 0.50 threshold, which provides strong evidence of convergent validity, indicating that the indicators collectively explain a substantial proportion of variance in the latent construct. The Composite Reliability (CR) value of 0.98 substantially surpassed the recommended criterion of 0.70, reflecting excellent internal consistency and measurement precision. Skewness values varied from 1.02 to 0.81, all within the ±2 range, supporting the assumption of univariate normality (Kline, 2016). These results demonstrate that the GTL measurement model possesses exceptional validity and reliability.

Green Human Resource Management (GHRM) was assessed using three items adapted from Darvishmotvali and Altinay (2022) and Dumont et al. (2016). The factor loadings for all indicators ranged between 0.90 and 0.95, comfortably exceeding the minimum requirement of 0.70, thus confirming strong indicator reliability. The AVE value was 0.90, substantially above the 0.50 threshold, providing compelling evidence of convergent validity, meaning that the observed variables effectively capture the underlying GHRM construct. The Composite Reliability (CR) value reached 0.95, which is well above the conventional benchmark of 0.70, denoting outstanding internal consistency reliability. The skewness statistics ranged from 1.83 to 1.76, all falling within the acceptable range of ±2, indicating that the data did not severely deviate from normality (Hair et al., 2019). Overall, these psychometric assessments confirm that the GHRM measurement model demonstrates superior validity and reliability.

Green Creativity (GC) was measured using four indicators adapted from Hou et al. (2023) and Chen and Chang (2013). The standardized factor loadings ranged from 0.80 to 0.98, all exceeding the recommended threshold of 0.70, thereby indicating robust individual item reliability. The AVE value was 0.87, well above the 0.50 criterion, confirming strong convergent validity and indicating that the indicators collectively account for a substantial portion of variance in the green creativity construct. The Composite Reliability (CR) value of 0.90 surpassed the minimum acceptable level of 0.70, demonstrating satisfactory internal consistency. The skewness values, ranging from 1.54 to 1.02, all fell within the acceptable ±2 range, supporting the assumption of univariate normality for the data (Byrne, 2016). These findings establish that the GC measurement model exhibits sound psychometric properties.

Collectively, the psychometric properties confirmed across all four constructsGSL, GTL, GHRM, and GCdemonstrate that the measurement model is robust, valid, and reliable. All constructs met the established criteria for indicator reliability, convergent validity (AVE > 0.50), and internal consistency reliability (CR > 0.70), while the skewness values confirmed the univariate normality of the data. These results collectively provide a solid empirical foundation for testing the hypothesized structural relationships among Green

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Transformational Leadership, Green Servant Leadership, Green Human Resource Management, and Green Creativity within the context of this study.

Table 1: Validity and reliability statistics of convergent dimensionality

Variables and Question Items	CR (Skew)	Standard Factor Loading	Ave	CR	Source
Green Servant Leadership					
My boss emphasizes the importance of contributing to environmental improvement.	1.37	0.96	0.72	0.85	Gu and Liu (2022)
My boss always displays environmentally friendly behavior.	1.58	0.94			
My boss encouraged me to contribute to environmental initiatives.	0.97	0.90			
Green Transformational Leadership					
Green product development leader employees with environmental plans	0.81	0.85	0.93	0.98	Hou et al, 2023; Chen and Chang 2013
The leader of ecofriendly product development provides a clear environmental vision for employees to follow.	0.12	0.85			
Leaders develop environmentally friendly products by getting employees to work together for the same environmental goals.	0.03	0.88			
Leaders develop environmentally friendly products encouraging employees to achieve environmental goals.	1.02	0.83			
GHRM					
My company sets environmentally friendly goals for its employees.	1.77	0.90	0.90	0.95	Darvishmotvali and Altinay (2022); Dumont et al (2016)
My company provides employees with environmentally friendly training to promote green values.	1.76	0.95			
My company provides employees with green training to develop employee knowledge and skills necessary for environmentally friendly management.	1.83	0.90			
Green Creativity					
employees are good at finding creative solutions to environmental problems	1.54	0.86	0.87	0.90	Hou et al, 2023; Chen and Chang 2013
I can propose new ways and methods for organizations to achieve environmental goals.	1.02	0.97			
I can propose new green concepts or ideas to improve the environmental performance of the organization.	1.19	0.80			
I green product development will find creative solutions for the environment	1.10	0.98			

Notes:Amos 25

Table 2: Hypothesis Test

Variables			Estimate	SE	CR	P
Green Transformational Leadership	>	GHRM	,532	,104	5,111	***
Green Servant Leadership	>	GHRM	,544	,060	4,893	***
GHRM	>	Green Creativity	,163	,066	2,470	,011
Green Transformational Leadership	>	Green Creativity	,538	,113	4,739	***
Green Servant Leadership	>	Green Creativity	,530	,060	5,071	***

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Source: Amos 25

From table 2, it can be concluded that Green Transformational Leadership has a direct and significant effect on GHRM. The results of testing the relationship between each variable directly show a CR value of 5.111 greater than 1.96 (5.111>1.96) with a probability of less than 0.05 (0.00 <0.05). This means that the more transformational a leader is, the more it can influence GHRM in the company. The results of this study are in line with the results of research by Singh et al (2020), Sun et al (2022), Jia et al (2018), which show that Green Transformational Leadership can influence GHRM. While Green Servant Leadership has a direct and significant effect on GHRM, the results of testing the relationship between each variable directly show a CR value of 4.893 greater than 1.96 (4.893 > 1.96) with a probability smaller than 0.05 (0.00 < 0.05), so that the better the service of a leader, the more it can influence GHRM in the company. The results of this study are in line with the results of researchMansooret al (2022) and Sher and Nawas al (2021) which show that Green Servant Leadership can influence GHRM. Thus, research H1a and H2a are accepted.

In addition, from table 2 it is also concluded that Green Transformational Leadership has a significant direct effect on green creativity, the results of testing the relationship between each variable directly show a CR value of 4.739 greater than 1.96 (4.739>1.96) with a probability of less than 0.05 (0.00 <0.05), so that the more transformational a leader is, the more it can influence employee creativity in a company. The results of this study are in line with the results of research (Alyahya et al, 2023) which shows that Green Transformational Leadership can influence green creativity. While Green Servant Leadership has a direct significant effect on green creativity, the results of testing the relationship between each variable directly show a CR value of 5.071 greater than 1.96 (5.071>1.96) with a probability of less than 0.05 (0.00 <0.05), so that the better the service of a leader, the more it can influence employee creativity in a company. The results of this study are in line with the results of Hou et al.'s (2022) study which shows that Green Servant Leadership can also influence employee creativity. Thus, research H1b and H2b are accepted.

From table 2 it also concludes that GHRM has a direct significant effect on green creativity, the results of testing the relationship between each variable directly show a CR value of 2.470g greater than 1.96 (2.470 > 1.96) with a probability smaller than 0.05 (0.011 < 0.05), so that the worse the GHRM approach in a company will reduce the environmentally friendly creativity of employees. The results of this study are in line with the results of research by (Mansooret al, 2021; Alyahya et al, 2023) which shows that GHRM can influence green creativity, thus, research H3 is accepted.

Table 4: GHRM as a mediator of green creativity

Standardized	Direct Effect	Indirect Effect GHRM as mediation	Results
Green transformational leadership> green creativity	0.115	0.030	Partial mediation
Green servant leadership> green creativity	0.415	0.069	Partial Mediation

Source: Amos 25

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From Table 4, the parameter estimate of standardized direct effects shows a direct effect of green transformational leadership on green creativity of 0.115, greater than the indirect effect of standardized green transformational leadership on green creativity indirectly through GHRM of 0.030. Therefore, it can be concluded that green transformational leadership has a partial effect (partial mediation) on green creativity through GHRM. This is also proven by the effect of green transformational leadership on GHRM and green creativity.Thus, the H4a research is accepted.

In addition, from table 4, the parameter estimates on standardized direct effects also show a direct influence of green servant leadership on green creativity of 0.415. This is greater than the indirect influence of standardized green servant leadership on green creativity indirectly through GHRM of 0.069. So it can be said that green servant leadership has a partial influence (partial mediation) on green creativity through GHRM, this is also proven by green servant leadership's influence on GHRM and green creativity, thus, the H4b study is accepted.

CONCLUSION

This study builds a mediation model grounded in Green Human Resource Management (GHRM) theory to elucidate the effects of green servant leadership and green transformational leadership on green creativity within the context of public sector organizations. Specifically, we examine the influence of these two leadership styles on green creativity through the mediating mechanism of GHRM. Employing a questionnaire-based survey to collect data from employees across government institutions, the results of the data analysis ultimately confirmed most of our initial hypotheses. The findings indicate that both green servant leadership and green transformational leadership exert a significant positive effect on GHRM, underscoring the critical role of leadership in shaping environmentally conscious human resource practices within public organizations. Furthermore, the results reveal that green servant leadership and green transformational leadership have a direct and significant positive effect on green creativity, suggesting that leaders who prioritize environmental values and demonstrate commitment to sustainability are instrumental in fostering employees' creative capacities to generate novel and useful eco-friendly solutions. These leadership styles tend to reduce the adverse impact of organizational activities on the natural environment by promoting green development strategies that enhance the organization's overall environmental performance. Importantly, GHRM plays a mediating role in the relationships between both green servant leadership and green transformational leadership on green creativity, primarily achieved by stimulating and nurturing employees' creative environmental behaviors through structured HRM interventions.

This study seeks to contribute to the existing public administration and sustainability literature by exploring the mediating role of GHRM in the nexus between green servant leadership, green transformational leadership, and green creativity. Our research also aims to investigate how and when GHRM leads to green creativity, with a particular focus on the underlying mechanisms that translate leadership behaviors into creative environmental outcomes. Specifically, GHRM is identified as an important underlying mechanism (mediator) that facilitates the transmission of leadership influences into employees' innovative environmental behaviors. The findings indicate that green servant leadership, green transformational leadership, and GHRM are positively and significantly related to green creativity, thereby reinforcing the theoretical premise that effective leadership and strategic HRM practices are complementary drivers of organizational sustainability. This is consistent with previous research (Ahmad et al., 2021; Luu, 2021), which provides robust empirical support for a positive relationship between GHRM and green creativity across various organizational contexts. Furthermore, these findings align with the AMO theory (Appelbaum et al., 2000), which posits that offering green training to develop employee skills and knowledge (skill enhancement), promoting employee engagement in sustainable

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initiatives (opportunity enhancement), and linking employee rewards and compensation to environmentally friendly behavior (motivation enhancement) are likely to encourage employees to generate new, original, and useful environmentally friendly ideas and solutions. The AMO framework thus provides a compelling theoretical lens for understanding how GHRM practices collectively enhance employees' ability, motivation, and opportunity to engage in creative environmental problem-solving.

Further findings indicate that GHRM strengthens the positive relationship between green servant leadership, green transformational leadership, and green creativity. Specifically, employees' perceptions of their relationships with leaders who exhibit green servant and transformational leadership behaviors are critically important for enhancing the effects of GHRM on creative outcomes. The presence of high levels of green servant leadership, green transformational leadership, and green creativity fulfills the motivational and psychological needs of public sector employees, giving them a heightened sense of belonging and commitment to their organization's environmental mission. This is particularly relevant in public sector settings, where intrinsic motivation and value congruence often play a more prominent role than extrinsic incentives in driving employee behavior. When employees perceive that their leaders genuinely care about environmental sustainability and actively support green initiatives, they are more likely to reciprocate by exerting discretionary effort and engaging enthusiastically in environmentally friendly tasks, which ultimately fosters the development of green creativity. In other words, the concept of GHRM strengthens the exchange relationship between employees and the organization because employees feel cared for, supported, and appreciated for their contributions to sustainability goals. When green servant leadership and green transformational leadership are effectively enacted, public sector employees are more inclined to channel their efforts toward pro-environmental behaviors and happily engage in tasks that promote ecological sustainability, thereby culminating in the generation of innovative and practical green solutions. These findings collectively underscore the importance of integrating leadership development and strategic HRM practices to build a sustainable organizational culture that not only responds to environmental challenges but also proactively cultivates creative capacities among employees. By fostering a work environment that values environmental stewardship, public organizations can enhance their capacity to address pressing ecological issues while simultaneously advancing broader governance objectives. The theoretical and practical implications of these findings are discussed, and recommendations for future research are proposed to further advance the understanding of green creativity in public sector contexts.

Research Contributions And Recommendations

This study makes several noteworthy contributions to the academic literature on green creativity, leadership, and human resource management, particularly within the context of public sector organizations. First, this research contributes to the theoretical advancement of green creativity by empirically demonstrating that both green servant leadership and green transformational leadership serve as significant antecedents of employees' creative environmental behaviors, providing a comparative analysis that elucidates the distinct yet complementary roles of these two leadership approaches in fostering green creativity, thereby enriching the leadership literature by offering a more nuanced understanding of how different leadership behaviors can be leveraged to achieve organizational sustainability goals, particularly in public governance contexts where environmental stewardship is increasingly prioritized (Chen, 2013; Robertson & Barling, 2017; Mansoor et al., 2021). Second, this study contributes to the growing body of knowledge on Green Human Resource Management (GHRM) by identifying its critical mediating role in the relationship between leadership and green creativity, addressing the empirical gap concerning how GHRM functions as an underlying mechanism that translates leadership influences into creative environmental

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behaviors, and demonstrating that GHRM serves as a strategic conduit through which green servant leadership and green transformational leadership exert their effects on green creativity, a contribution that is particularly significant given the scarcity of studies investigating the mediating role of GHRM in public sector contexts where environmentally oriented HRM practices remain nascent (Ahmad et al., 2021; Dumont et al., 2017; Luu, 2019). Third, this study extends the application of the Ability, Motivation, and Opportunity (AMO) theory (Appelbaum et al., 2000) to the public sector sustainability domain by demonstrating that GHRM practicesincluding green training, green performance evaluation, and green reward systemsenhance employees' abilities, motivations, and opportunities to engage in creative environmental problem-solving, thereby providing empirical validation of the AMO framework within a novel context and underscoring its relevance beyond traditional private sector applications while offering public organizations a robust theoretical foundation for designing HRM interventions that foster green creativity.

Fourth, this research contributes methodologically by developing and validating a comprehensive measurement model for assessing the relationships among green servant leadership, green transformational leadership, GHRM, and green creativity, with robust psychometric properties confirmed through confirmatory factor analysisincluding high factor loadings, satisfactory average variance extracted (AVE), and strong composite reliability (CR)that provide researchers with validated instruments replicable and adaptable in future studies across diverse organizational contexts, a contribution particularly important given the relative scarcity of validated measurement tools specifically designed for public sector sustainability research. Fifth, this study contributes to the public administration literature by addressing the growing call for empirical investigations into how public sector organizations can effectively respond to environmental challenges, providing context-specific insights through its focus on government institutions in Sungai Penuh City that can inform policy formulation and administrative reforms aimed at enhancing environmental performance, while offering valuable lessons for public managers and policymakers tasked with integrating sustainability principles into governance practices, thereby contributing to the broader discourse on sustainable public administration. Based on the findings and limitations of this study, several recommendations are proposed for policymakers, public sector managers, and future researchers, beginning with policymakers who should prioritize the development of regulatory frameworks that explicitly mandate the integration of environmental sustainability into public sector human resource management practices by establishing clear guidelines and standards for GHRM implementation that encourage public organizations to adopt environmentally responsible HRM policiessuch as requiring all government agencies to incorporate green training modules into employee development programs, establishing environmental performance indicators as part of regular performance appraisals, and providing incentives for employees demonstrating exceptional commitment to sustainability initiativeswhile also investing in leadership development programs that specifically target the cultivation of green servant leadership and green transformational leadership competencies among public sector managers through training workshops, seminars, executive education programs, and mentoring initiatives that facilitate the intergenerational transfer of environmental values and leadership skills, and additionally incorporating environmental sustainability criteria into the performance evaluation and promotion systems for public sector leaders to incentivize sustainability prioritization in decision-making and management practices, thereby reinforcing environmental leadership and signaling sustainability as a core organizational value.

Public sector managers should actively cultivate both green servant leadership and green transformational leadership behaviors to maximize their influence on employees' creative environmental performance by modeling environmentally responsible behaviors,

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articulating a compelling environmental vision, empowering employees to contribute to sustainability initiatives, and demonstrating genuine care for both employees and the natural environment while creating opportunities for employee participation in environmental decision-making processes to foster ownership and commitment to sustainability goals, and should prioritize the implementation of comprehensive GHRM practices that address the full spectrum of human resource functionsincluding recruitment, training, performance evaluation, and reward systemsby developing green recruitment strategies that attract candidates with demonstrated environmental awareness, designing green training programs that equip employees with necessary knowledge and skills for environmentally sustainable task execution, and establishing green performance metrics that align individual objectives with organizational environmental targets (Dumont et al., 2017), thereby embedding environmental values into all HRM practices to consistently reinforce pro-environmental behaviors, while recognizing the partial mediating role of GHRM and ensuring that leadership development and HRM interventions are implemented in a coordinated and mutually reinforcing manner through an integrated approach that aligns leadership behaviors with HRM policies to create synergistic effects on green creativity, and fostering an organizational culture that values environmental stewardship and encourages creative problem-solving through open communication, rewarding innovative environmental solutions, and creating a psychologically safe environment for proposing novel ideas without fear of criticism or failure. Future research should employ longitudinal or experimental designs to establish causal relationships among green servant leadership, green transformational leadership, GHRM, and green creativity, incorporating objective and multi-source measures of green creativity to complement self-report assessments, exploring potential moderating effects of contextual factors such as organizational culture, national culture, regulatory frameworks, and economic conditions through comparative studies across different countries and organizational types, investigating the differential effects of various GHRM dimensionsincluding green recruitment, green training, green performance management, and green reward systemson green creativity to identify the most effective HRM practices, examining the role of employee characteristics such as environmental values, green self-efficacy, and creative personality as moderators or mediators of the relationships examined, and employing qualitative approaches such as case studies or in-depth interviews to gain richer understanding of the processes and mechanisms through which leadership and GHRM foster green creativity, thereby complementing and extending the findings of the present study.

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