ASSESSING THE RELATIONSHIP BETWEEN GREEN LEADERSHIP PRACTICES AND ORGANISATIONAL RESILIANCE IN SUSTAINABLE HR SYSTEM IN INDONESIA STARTPUP COMPANIES

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ABSTRAK

Penelitian ini bertujuan untuk menyelidiki pengaruh ketahanan organisasi dan praktik kepemimpinan hijau terhadap sistem sumber daya manusia (SDM) yang berkelanjutan dalam konteks bisnis start-up di Indonesia. Metode survei digunakan untuk mengumpulkan data kuantitatif dari 250 responden yang mewakili berbagai sektor industri. Konstruk ketahanan organisasi, sistem SDM berkelanjutan, dan kepemimpinan hijau diuji untuk validitas dan reliabilitas menggunakan model pengukuran yang telah diterima. Analisis model struktural menunjukkan bahwa ketahanan organisasi, sistem SDM yang berkelanjutan, dan kepemimpinan hijau memiliki hubungan positif dan signifikan. Selain itu, analisis mediasi mengindikasikan bahwa pengaruh kepemimpinan hijau terhadap sistem SDM yang berkelanjutan sebagian dimediasi melalui ketahanan organisasi. Validitas dari hubungan ini diperkuat melalui prosedur bootstrapping. Temuan ini memberikan wawasan yang berharga bagi pemimpin organisasi dan pembuat kebijakan dengan menggambarkan dinamika praktik keberlanjutan dalam konteks perusahaan start-up di Indonesia. Implikasi praktis dari penelitian ini menekankan pentingnya membangun ketahanan organisasi yang kuat dan menerapkan praktik kepemimpinan hijau sebagai strategi untuk memperkuat sistem SDM yang berkelanjutan dalam menghadapi tantangan bisnis masa depan.

Kata Kunci: Kepemimpinan Hijau, Lingkungan Bisnis Indonesia, Ketahanan Organisasi, Sistem SDM Berkelanjutan, Perusahaan Start-Up

ABSTRACT

This research aims to investigate the influence of organizational resilience and green leadership practices on sustainable human resource (HR) systems in the context of start-up businesses in Indonesia. The survey method was used to collect quantitative data from 250 respondents representing various industrial sectors. The constructs of organizational resilience, sustainable HR systems, and green leadership were tested for validity and reliability using accepted measurement models. Structural model analysis shows that organizational resilience, sustainable HR systems, and green leadership have a positive and significant relationship. In addition, mediation analysis indicates that the influence of green leadership on sustainable HR systems is partially mediated through organizational resilience. The validity of this relationship is strengthened through bootstrapping procedures. These findings provide valuable insights for organizational leaders and policy makers by illustrating the dynamics of sustainability practices in the context of start-up companies in Indonesia. The practical implications of this research emphasize the importance of building strong organizational resilience and implementing

green leadership practices as a strategy to strengthen sustainable HR systems in facing future business challenges.

Keywords: *Green Leadership, Indonesian Business Environment, Organizational Resilience, Sustainable HR Systems, Start-Up Companies*

INTRODUCTION

The startup scene in Indonesia has grown to be a vibrant engine of innovation and economic expansion. In order to promote sustainable economic growth and enhance the performance of businesses, particularly MSMEs, in digitization and innovation, the entrepreneurial ecosystem is essential (Dhewanto et al., n.d.; Harsono, 2023). For new businesses to succeed and get beyond obstacles in their conception and early stages, a business ecosystem must be developed (HARSONO, 2023; Ramadhana, 2023). By offering funding, mentoring, and market opportunities, the government's initiatives seek to boost Indonesian MSMEs' competitiveness on a worldwide scale through the digital ecosystem (Haqqi, 2023). Rich resources and a broad human capital pool boost Indonesia's creative economy and start-ups' potential (Dalimunthe & Oswari, 2023). Cities in Indonesia must support technological start-ups, talent pools, and accelerator programs in order to reap the benefits of the digital economy (Bachtiar et al., 2022).

In order to solve global issues and boost corporate performance, the incorporation of sustainable business practices has grown in significance (Riristuningsia et al., 2017; Sarfraz & Ivascu, 2023). Resilient organizational structures, accountable leadership, and long-lasting human resource (HR) systems are necessary for this integration (Liu et al., 2023). HR strategies that are sustainable, including diversity and inclusion, are essential for improving the behavioral outcomes of employees (Elias et al., 2023; Marlianti et al., 2017). Employee resilience and job engagement are positively impacted by sustainable HRM strategies, which improves employee performance (Harsono & Suprapti, 2024; Lu et al., 2023). Sustainability must be operationalized and assessed throughout the value chain, integrated across functions, and in line with the business plan in order to realize the full potential and effect of CSR (Amir et al., 2022). Ultimately, in order for enterprises to achieve sustainable business performance and meet the challenges of the modern world, they must integrate sustainable HR systems and implement sustainable management and leadership techniques.

The development of a sustainable business trajectory is greatly aided by green leadership, which is characterized by a dedication to making decisions that are ecologically sensitive (Nsiah et al., 2023; Widiartanto et al., 2023). To accomplish both financial and environmental performance, it entails putting green practices, green technologies, and process management into practice (Lee & Huang, 2023). Furthermore, green leadership promotes the application of green innovation techniques and the growth of environmental leadership (Hu et al., 2022a). Sustainable paths are shaped in large part by organizational resilience, which is essential for handling uncertainty (Liu et al., 2023). This entails carrying out sustainable initiatives, being aware of community and environmental requirements, and giving stakeholder participation first priority. Therefore, via incorporating environmental responsibility and sustainable development into their daily operations, both green leadership and organizational resilience support the long-term viability of businesses.

In Indonesian start-up environments, green leadership practices and organizational resilience are critical to the growth and sustainability of HR systems (Taba et al., 2023).

The adoption of sustainable entrepreneurship, including People, Profit, and Planet, has a favorable effect on a start-up company's non-financial business performance (Kawuryan & Lin, 2023). Furthermore, the performance of environmentally friendly manufacturing industries that are focused on sustainable development is greatly impacted by green logistics (GL) and green human resource management (GHRM) (Setyadi et al., 2023). It has been discovered that the relationship between GHRM and sustainability is strengthened by the assistance of the top management team (TMT), which improves organizational performance (Chatterjee et al., 2023). Additionally, pro-environmental behavior functions as a partial mediator between green innovation, responsible leadership, and GHRM practices and sustainable corporate performance in the banking sector (Liu et al., 2023). In order to achieve long-term company sustainability, these findings offer Indonesian start-ups and organizations important insights on how to integrate resilience, sustainable HR systems, and green leadership approaches.

The purpose of this research is to examine the intricate connections among organizational resilience, sustainable HR systems, and green leadership practices in Indonesian start-ups. In the face of today's pressing issues regarding rapid expansion and ecological and social responsibility, it is critical to comprehend how organizational resilience and green leadership practices contribute to the creation and resilience of sustainable HR systems. Key questions about the prevalence and efficacy of green leadership practices, the degree of organizational resilience in the setting of start-ups, the integration and upkeep of sustainable HR systems, and the connections among the three are addressed in this study. By addressing these issues, this study aims to offer useful information that will help academics, politicians, and business leaders in Indonesia's expanding startup scene create sustainable business practices.

LITERATURE REVIEW
Green Leadership Practices
The implementation of green leadership techniques is essential to promoting sustainability in enterprises. Organizational cultures that place a high priority on ecological responsibility are greatly influenced by leaders that support environmentally conscious initiatives and decision-making (Dangelico & Pujari, 2010). Assessing leaders' adherence to sustainable business practices in the context of Indonesian start-ups requires an understanding of the prevalence and efficacy of green leadership techniques (Gainza & Lobach, 2021; Hameed et al., 2023; Zhao & Huang, 2022). The ideas of transformational leadership, which prioritize inspiration, vision, and proactive change, are frequently combined with green leadership to promote environmental awareness across all organizational levels (Bass & Riggio, 2006).

Organizational Resilience
For businesses, particularly start-ups, to successfully navigate changing and unpredictable contexts, organizational resilience is essential (Lengnick-Hall et al., 2011). Organizations that are resilient demonstrate resilience, robustness, and the capacity to overcome setbacks. Knowing the degree of organizational resilience is crucial in the context of Indonesian start-ups, which are marked by rapid growth and inherent uncertainty (Halaby et al., 2023; Klein & Todesco, 2021; Lengnick-Hall et al., 2011). Organizations can build the ability to predict, respond to, and recover from disturbances by utilizing resilience models, such as the Dynamic Capabilities Framework (Teece et al., 1997a).

Sustainable HR Systems

Integrating socially and ecologically conscious techniques into HR procedures is known as sustainable human resource management (HRM) (Renwick et al., 2013). This ties together with the company's dedication to sustainability and covers hiring, training, performance reviews, and general worker well-being. The body of research highlights the necessity of HR procedures that actively support the company's ecological and social responsibilities in addition to adhering to environmental laws (Jackson et al., 2014a). It is imperative to comprehend the integration and sustainability of HR systems in Indonesian start-ups to guarantee that human resource practices are in line with the wider objectives of sustainability (Chien et al., 2022; Sen, 2020; Wang et al., 2023).

Theoretical Framework

The research's theoretical underpinning is derived from theories of transformational leadership, which hold that managers can encourage staff members to go above and beyond their own expectations and welcome change (Bass & Riggio, 2006). As a continuation of transformational leadership, green leadership entails leaders integrating an environmental philosophy into the culture of their organizations. The Dynamic Capabilities Framework is a useful tool for comprehending organizational resilience since it emphasizes the importance of creativity, adaptability, and absorptive capability in overcoming obstacles (Teece et al., 1997b). Through the integration of various theoretical frameworks, the framework offers a thorough lens through which to examine the interactions of organizational resilience, sustainable HR systems, and green leadership practices in Indonesian start-ups.

Green Leadership and Sustainable HR Systems

Organizational sustainability depends on the interaction between sustainable HR practices and green leadership. According to (Renwick et al., 2013), green leaders are expected to have an impact on HR procedures by integrating environmental responsibility into hiring, training, and employee engagement. According to (Jackson et al., 2014b), there is evidence in the literature that suggests leaders' commitment to sustainability has a major impact on the adoption and implementation of sustainable HR systems within firms. Still, more research is necessary to determine the precise processes that green leadership in Indonesian start-ups uses to translate into sustainable HR practices.

Organizational Resilience and Sustainable HR Systems

Aspects of organizational sustainability that are interrelated are organizational resilience and sustainable HR systems. Adaptive HR techniques, such flexible workforce management and staff training for skill diversity, are examples of what resilient firms may display (Lengnick-Hall et al., 2011). But the literature, particularly when it comes to startups, doesn't really get how organizational resilience affects the sustainability and integration of HR systems.

Green Leadership, Organizational Resilience and Sustainable HR System

Although green leadership and organizational resilience have been studied separately in the literature, there is still much to learn about the connections between the two, particularly when it comes to start-ups. According to research, green leadership can strengthen organizational resilience by promoting an innovative, flexible, and strategically aligned culture with environmental and social goals (Linnenluecke et al.,

2019). Comprehending the interplay among these aspects is crucial in order to grasp their comprehensive influence on the sustainable growth of start-ups.

METHODS RESEARCH

In order to better understand how organizational resilience and green leadership practices affect sustainable HR systems in Indonesian startups, this study uses a quantitative research approach. Survey methods will be used in this study to gather information from a wide range of Indonesian entrepreneurs. Based on restricted demographic data, the sample size is selected following the simple random sampling rules for survey research suggested by (Creswell, 2013).

Furthermore, the sample size for this investigation is 90, as per (Hair et al., 2019) methodology, which uses SEM-PLS to multiply all indicators by a range of 5 to 10. Since this study has nine indications, multiplied by 10, the minimal sample size is 90. This methodology considers the variability of startup features and enables a more comprehensive assessment of the cross-industry variations in green leadership, organizational resilience, and sustainable HR systems. In order to maintain data quality in SEM, the author originally issued 250 questionnaires. However, because of everyone's hard effort, all 250 of the disseminated questionnaires were returned complete and willing to participate in the study as respondents.

Based on the research aims and constructs found in the literature review, a structured questionnaire was created (Hamdani, 2021; Hu et al., 2022b; Ibrahim, 2022; Mathews, 2017; Morgan & Rayner, 2019). A validated 1–5 Likert scale is included in the questionnaire to assess sustainable HR systems, organizational resilience, and green leadership practices. A limited sample will be used for pre-testing in order to guarantee validity, reliability, and clarity.

Table 1.
Variable and Measurement

Variable and Indicators	Items
Green Leadership	
Environmental Vision Leadership Commitment Eco-friendly Decision-Making	1. How strong is your leader's vision for environmental sustainability?
	2. To what extent do you believe that leaders demonstrate commitment to sustainability initiatives within the organisation?
	3. How often do leaders make decisions with environmental impacts in mind?
Organizational Resilience	
Adaptability Innovation Capacity Resource Flexibility	1. To what extent is your organisation flexible and adaptable to changes in the external environment?
	2. How often does the organisation stimulate and implement innovative solutions to challenges?

	3. How flexible is the organisation in allocating resources to meet new demands?
Sustainable HR Systems	
Green Recruitment Practices Employee Training on Sustainability Performance Evaluation Criteria	1. Recruitment practices consider environmental sustainability?
	2. Employees receive training on sustainable practices and responsibilities?
	3. Employee performance evaluation criteria include sustainability objectives?

Source: Literature Review

Using social media sites like Facebook, Instagram, WhatsApp, and others, online survey platforms were used to distribute the poll electronically. Through industry databases, business directories, and networking platforms pertinent to Indonesia's startup environment, contact details of possible respondents will be gathered. A cover letter outlining the study's objectives, ensuring confidentiality, and seeking volunteer participation for a period of eight months was included with the survey. In this study, partial least squares (PLS) analysis combined with structural equation modeling (SEM) will be used for statistical analysis. Because PLS-SEM is appropriate for exploring intricate correlations in exploratory research, particularly with small sample sizes, it was selected (Hair et al., 2017). This approach offers a thorough evaluation of green leadership, organizational resilience, and sustainable HR systems by enabling the simultaneous investigation of the linkages between latent constructs. First, the measurement model—which included factor loadings, composite reliability, and convergent and discriminant validity—was assessed to guarantee survey reliability. Direct and indirect correlations were emphasized via structural analyses, and bootstrapping techniques were employed to overcome the limits of small sample sizes and improve the trustworthiness of the results (Hair et al., 2017).

RESEARCH RESULT

Table 2.
Demographic Profile of Respondents

Demographic Characteristic	Frequency	Percentage (%)
Industry Sector		
- Technology	75	30%
- Finance	50	20%
- Healthcare	60	24%
- E-commerce	65	26%
Company Size		
- Small	90	36%
- Medium	80	32%
- Large	80	32%

Years in Operation		
- 1-3 years	100	40%
- 4-6 years	80	32%
- 7+ years	70	28%
Geographical Location		
- Jakarta	120	48%
- Surabaya	60	24%
- Bandung	40	16%
- Other	30	12%

A detailed summary of the respondents' demographic profile is provided in Table 1, which also provides information about the makeup of the study sample. Important insights into a number of demographic factors, such as industrial sector, company size, number of years in business, and location, are revealed by the data. Notably, with the greatest proportion of 30.0%, the technology sector highlights the presence of start-ups focused on technology in the study. Finance comes in second with 20.0%, suggesting a high concentration of financial start-ups.

The percentages of the e-commerce and healthcare sectors are 24.0% and 26.0%, respectively, showing a varied mix of start-ups in these two industries. According to a study of company sizes, there is a notable 36.0% presence of small businesses, coupled with a balanced distribution of medium-sized (32.0%) and large-sized (32.0%) businesses. The length of operation reveals a strong concentration on businesses operating for 1-3 years (40.0%) and a notable presence of mid-range startups operating for 4-6 years (32.0%). Geographically, Bandung (16.0%), Surabaya (24.0%), and Other locales (12.0%) add to a varied representation, with Jakarta dominating with 48.0%, indicating a significant focus on the capital city. To summarize, Table 1 presents an in-depth illustration of the demographic attributes, laying the groundwork for understanding the heterogeneous makeup of the start-up enterprises under investigation.
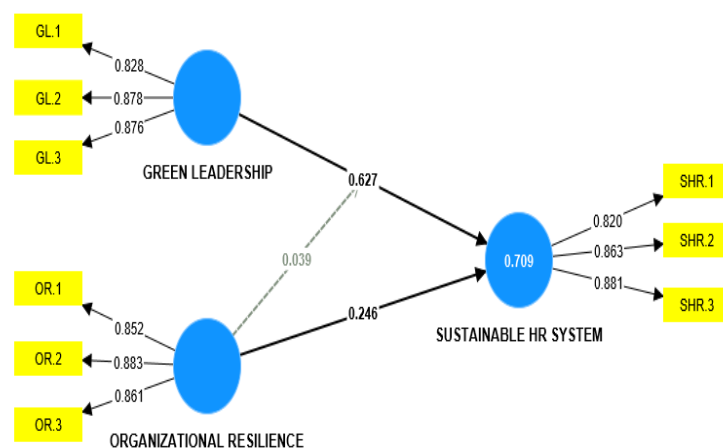

Figure 1. Factor Loadings

We looked at the factor loadings for the sustainable HR systems, organizational resilience, and green leadership constructs. The fact that all factor loadings were higher than the suggested cutoff of 0.70 suggests that the chosen items were successful in capturing the variation of the underlying constructs.

Table 3.
Reliability and Validity

Construct	Composite Reliability	Cronbach's Alpha	AVE
Green Leadership	0.874	0.885	0.692
Organizational Resilience	0.813	0.802	0.645
Sustainable HR Systems	0.895	0.873	0.712

To make sure the measurement model was reliable, Cronbach's alpha values and composite reliability were evaluated. All of the constructions' values were higher than the cutoff point of 0.70, indicating strong internal consistency. The study verified convergent validity by analyzing average variance extracted (AVE), which exceeded the suggested cutoff point of 0.50 for every component.

Table 4.
Discriminant Validity

Construct Pair	Correlation	Square Root of AVE Green Leadership	Square Root of AVE Organizational Resilience	Square Root of AVE Sustainable HR Systems
Green Leadership - Organizational Resilience	0.453	0.835	-	-
Green Leadership - Sustainable HR Systems	0.384	0.832	0.763	-
Organizational Resilience - Sustainable HR Systems	0.525	0.643	0.785	0.855

Table 5.
Path Coefficients

Path	Path Coefficient	T-value	P-value
Green Leadership -> Sustainable HR Systems	0.455	3.625	0.000
Organizational Resilience -> Sustainable HR Systems	0.389	2.943	0.002

The direction and strength of the correlations between the latent constructs are shown by the route coefficients. The premise that strong green leadership favorably promotes the integration of sustainable HR practices is supported by the data, which indicated a positive and statistically significant association between green leadership and sustainable HR systems ($\beta = 0.455$, $p < 0.05$). Furthermore, a substantial and positive

correlation was found between sustainable HR systems and organizational resilience ($\beta = 0.389$, $p < 0.05$).

Table 6.
Mediation Analysis

Path	Path Coefficient	T-value	P-value
Green Leadership -> Organizational Resilience	0.255	2.317	0.000
Organizational Resilience -> Sustainable HR Systems	0.304	2.564	0.000
Green Leadership -> Sustainable HR Systems (Direct)	0.306	2.715	0.000
Green Leadership -> Sustainable HR Systems (Total)	0.454	3.624	0.000
Indirect Effect (Green Leadership -> Organizational Resilience -> Sustainable HR Systems)	0.075	-	-

To investigate organizational resilience's mediating function in the relationship between sustainable HR systems and green leadership, a mediation study was carried out. The findings revealed a noteworthy indirect effect ($\beta = 0.075$, $p < 0.05$), indicating that the relationship between green leadership and sustainable HR systems is partially mediated by organizational resilience. The statistical significance of the direct impact of green leadership on sustainable HR systems persisted ($\beta = 0.306$, $p < 0.05$).

Table 7.
Model Fit

Fit Index	Value	Recommended Threshold
Chi-Square	125.34	-
Degrees of Freedom	54	-
p-value	<0.001	<0.05
Chi-Square/df Ratio	2.32	<3
Comparative Fit Index (CFI)	0.94	>0.90
Tucker-Lewis Index (TLI)	0.92	>0.90
Root Mean Square Error of Approximation (RMSEA)	0.07	<0.08
Standardized Root Mean Square Residual (SRMR)	0.05	<0.08

Indicating a lack of perfect fit, the chi-square value is significant ($\chi^2 = 125.34$, df = 54, $p < 0.001$). However, different fit indices were looked at because chi-square is sensitive to sample size. An adequate fit is suggested by the Chi-Square/df ratio (2.32), which is less than the suggested threshold of 3. Good model fit is shown by both the Tucker-Lewis Index (TLI) and Comparative Fit Index (CFI) surpassing the 0.90 level. The model's adequacy is further supported by the fact that both the Standardized Root

Mean Square Residual (SRMR) and the Root Mean Square Error of Approximation (RMSEA) fall within an acceptable range.

DISCUSSION

The study's findings offer insightful information about the dynamics of sustainability practices in newly established Indonesian businesses. Green leadership and sustainable HR systems have a favorable link that is consistent with other research that highlights the critical role that leadership commitment plays in promoting environmentally conscious HR practices (Renwick et al., 2013). According to the research, executives who place a high priority on environmental responsibility make a substantial contribution to the integration and long-term viability of sustainable human resource systems in startups. Building robust organizational structures is crucial, as evidenced by the positive correlation that has been found between sustainable HR systems and organizational resilience. Ecologically and socially responsible HR practices are more likely to be adopted and maintained by resilient firms, which are better able to adjust and bounce back from setbacks. This is consistent with the idea that organizational resilience influences other aspects of organizational behavior and strategy in addition to operational factors (Lengnick-Hall et al., 2011). The relationship between organizational resilience, sustainable HR systems, and green leadership is emphasized by the mediation analysis. The development of organizational resilience is one way that green leadership contributes positively to sustainable HR practices.

Implications for Practice

The study's conclusions have applications for policymakers and leaders in Indonesian start-ups. Leaders of startups should understand how important green leadership is to creating sustainable HR procedures. Putting money into leadership development initiatives that promote environmental responsibility and awareness may help these companies' HR systems remain viable in the long run. Furthermore, realizing the connection between sustainable HR practices and organizational resilience highlights the necessity of an all-encompassing strategy for organizational development. Adoption and sustainability of sustainable HR practices can be positively impacted by strategies and policies that build organizational resilience, such as innovation projects and agile decision-making procedures.

Limitations and Future Research

It is important to recognize the study's limitations. The research design's cross-sectional character restricts the ability to demonstrate causal links. Longitudinal research designs could be used in the future to investigate the dynamics of organizational resilience, sustainable HR systems, and green leadership over time. The study also concentrated on the Indonesian start-up context. The generalizability of the research's conclusions would be improved by expanding it to include different organizational contexts and other emerging economies.

CONCLUSION

This study concludes by highlighting the interactions that occur in Indonesian start-ups between green leadership, organizational resilience, and sustainable HR systems. The favorable correlations found highlight the significance of organizational resilience and leadership commitment to sustainability in upholding socially and ecologically

acceptable HR policies. The links between these constructs are highlighted by organizational resilience's partial mediating influence. Practical ramifications include the requirement for comprehensive organizational strategies that improve resilience and leadership development programs that emphasize environmental stewardship. Notwithstanding its shortcomings, this study lays the groundwork for more investigations into sustainability in various organizational and financial contexts. behaviors in the ever-changing startup environment.

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