



**JURNAL EKONOMI AKUNTANSI MANAJEMEN**

FAKULTAS EKONOMI DAN BISNIS

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## **The Role of Leadership in Supporting Green Economy in the Food and Beverage Industry: A Conceptual and Practical Approach**

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**ABSTRAK**

*Perusahaan yang mampu bertahan dalam dunia bisnis terutama dalam industri makanan dan minuman, merupakan perusahaan yang mampu menunjukkan keunggulan kompetitif mereka yaitu budaya organisasi yang inovatif. Perusahaan tersebut akan mampu mengatasi perubahan yang terjadi di lingkungan eksternal mereka. Salah satu perubahan dalam industri adalah penerapan green economy, yang saat ini sudah menjadi tuntutan bagi perusahaan. Untuk mencapai budaya inovatif pada perusahaan, diperlukan pemimpin yang mampu menjadi agen perubahan dalam organisasi. Dalam penelitian ini analisis tentang peran kepemimpinan dalam mendukung implementasi green economy pada industri makanan dan minuman merupakan hal yang perlu diperhatikan. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus, melalui wawancara mendalam dengan manajer dan staf yang terlibat langsung dalam inisiatif keberlanjutan pada sebuah perusahaan makanan dan minuman di Indonesia, didukung dengan analisis laporan tahunan dan laporan CSR perusahaan. Fokus utama adalah bagaimana pemimpin dapat mempengaruhi kebijakan internal, menginspirasi perubahan perilaku, dan mendorong implementasi green economy. Hasil analisis menunjukkan bahwa kepemimpinan yang visioner dan transformasional memiliki dampak signifikan dalam mendorong green economy pada industri makanan dan minuman. Pemimpin yang mampu mengkomunikasikan visi yang jelas, serta menginspirasi dan memberdayakan karyawan, cenderung lebih berhasil dalam mengimplementasikan green economy. Penelitian lebih lanjut diperlukan untuk mengidentifikasi pendekatan kepemimpinan yang paling efektif dalam berbagai konteks geografis dan industri lainnya.*

*Kata Kunci: Kepemimpinan, Budaya Organisasi, Green Economy*

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**ABSTRACT**

Companies that are able to survive in the business world, especially in the food and beverage industry, are companies that are able to demonstrate their competitive advantage, namely an innovative organizational culture. These companies will be able to cope with changes that occur in their external environment. One of the changes in industry is the implementation of a green economy, which has now become a demand for companies. To achieve an innovative culture in a company, leaders are needed who are able to become agents of change in the organization. In this research, analysis of the role of leadership in supporting the implementation of a green economy in the food and beverage industry is something that needs attention. A qualitative case study approach was employed, involving in-depth interviews with managers and staff directly involved in sustainability initiatives at a food and beverage company in Indonesia, supplemented by analysis of the company's annual and CSR reports. The main focus is how leaders can influence internal policies, inspire behavior change, and encourage the implementation of a green economy. The analysis results show that visionary and transformational leadership has a significant impact in encouraging a green economy in the food and beverage industry. Leaders who are able to communicate a clear vision, as well as inspire and empower employees, tend to be more successful in implementing a green economy. Further research is needed to identify the most effective leadership approaches in various geographic and industrial contexts.

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Keywords: Leadership, Organizational Culture, Green Economy

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## INTRODUCTION

In recent decades, environmental issues have become a significant global concern. Climate change, deforestation, water and air pollution, and the depletion of natural resources have pushed society and governments to seek more sustainable solutions. The food industry, as one of the largest and most important industries in the world, has a major impact on the environment. Consumer awareness and government regulations are increasingly leading to green practices for companies. The demand for transparency in energy and waste management is a challenge for companies, especially in the food and beverage industry for the sustainability of the company. The implementation of green economy for companies requires changes in the company. The company's orientation starting from the vision and mission to the company's managerial needs to be directed to the company's green economy. Therefore, to pursue organisational changes, such as green initiatives, organisations must adapt to the changing environment and encourage continuous innovation. (Rajapathirana & Hui, 2018).

An organisational environment that encourages and supports new and creative ideas, which can lead to better products, processes or services. The green economy requires companies to continuously innovate in various aspects of their operations. The green economy encourages the development of products that are more environmentally friendly, such as products with biodegradable packaging, organic raw materials, or products with a low carbon footprint. These product innovations require creativity and new approaches in research and development (R&D). To achieve energy efficiency and waste reduction, companies need to develop innovative production processes. This includes the use of new, more energy-efficient technologies and more effective waste management. The implementation of the green economy can trigger the emergence of new business models, such as the circular economy where products are designed to be recycled or reused, which requires innovative approaches in the company's entire supply chain. Thus, as a company focuses on environmental sustainability, it is expected to ensure that it will continue to innovate green practices, leading to a competitive advantage. This, by extension, suggests that an organisation's capacity to innovate sustainably should extend to the Green Economy (Modi & Patel, 2013).

Innovation plays a crucial role in developing and adopting efficient and effective green solutions. Therefore, for a successful and sustainable implementation of the green economy, a culture of innovation remains crucial. (Perel, 2005) suggests that the most successful way to overcome the difficulties associated with an uncertain future and economic turbulence is "to make innovation an integral part of the organisation's DNA and corporate management". A culture of innovation plays an important role in driving green economy practices. Studies emphasise the importance of environmental innovation in achieving sustainable development goals by reducing environmental impacts and optimising the potential for economic growth (AlNuaimi et al., 2021).. In addition, the integration of green human resource management and green innovation has been shown to positively impact circular economy performance, highlighting the importance of innovative practices in improving fortification and environmental sustainability (Khan et al., 2023). In addition, the relationship between culture, innovation and the economy is explored in the context of the cultural sector's contribution to sustainable economic development, emphasising

the role of culture as a laboratory for innovative practices that can lead to a balanced and sustainable system in which the economy and culture are key players. These findings collectively underscore the critical role of fostering a culture of innovation in driving green economy initiatives and achieving long-term environmental and economic sustainability goals.

The purpose and direction of the company is inseparable from the managerial of the company in leading the organisation. Innovative organisational culture and the company can implement the green economy is inseparable from the leadership of the company. There are various leadership styles that companies can apply, (Nemanich & Keller, 2007) found that transformational leadership behaviours such as idealised influence, inspirational motivation, individualised consideration, and intellectual stimulation are positively related to acquisition acceptance, job satisfaction, and performance. (Tims et al., 2011) examined the relationship between transformational leadership and work engagement in employees and their supervisors in two different organisations in the Netherlands. Findings revealed that employees became more engaged in their work (i.e., passion, dedication, and absorption) when their supervisors were able to increase employee optimism through a transformational leadership style. These findings underscore the important role that personal characteristics (i.e., optimism) play in the transformational-leadership-performance process. Thus the role of leadership becomes very important to shape the company's culture of innovation which then leads the company to the implementation of the company's green economy.

Mittal & Dhar (2016) explored how transformational leadership can influence green creativity in the tourism sector. They found that transformational leadership that focuses on environmental values can enhance green creativity, which is an integral part of the green economy. (Chen & Chang, 2013) found that leadership that supports innovation is key to implementing green economy strategies in the construction industry. Transformational leadership can build a culture of trust and innovation in the context of the green economy. They found that leadership that supports green innovation can increase consumers' green purchase intentions. However, in company practice, especially in the food and beverage industry, there are still minimal companies that do green economy. So that researchers still feel the need for research on the role of transformational leadership in the implementation of the green economy. By better understanding how transformational leadership can drive innovation and the adoption of green economy practices, companies can be better equipped to deal with market changes, meet stakeholder demands, and achieve long-term sustainability

## RESEARCH METHODS

This research uses a qualitative approach with a case study method. The object of this research is one of the food and beverage companies in Indonesia, PT XYZ group. To gain in depth insight into the company's internal dynamics related to leadership, innovation culture and green economy, researchers conducted in-depth interviews with top-level managers and staff involved with the company's green economy. To support the accuracy of the interview results, researchers added some data to be analysed, namely the company's annual report and CSR report.

## RESULT AND DISCUSSION

### Result

The Organisation for Economic Co-operation and Development (OECD) defines a green economy as one that promotes economic growth and development while ensuring that natural assets continue to provide the resources and ecosystem services needed for well-being. It involves the promotion of policies and practices that support sustainable development by maintaining a healthy natural environment as the basis for sustained economic growth. Green economy is a concept that combines economic development with environmental sustainability and social equity. It encourages investment in environmentally friendly technologies, policies that support the reduction of emissions and pollution, and sustainable business practices. Definitions from various international organisations emphasise the importance of maintaining a balance between economic growth and environmental preservation to achieve sustainable development.

The implementation of green economy in the company is a long-term investment for the company. As with the XYZ company, which is a company that provides a variety of processed foods and beverages, implementing green economy as part of the company's longterm policies and goals. PT XYZ as a company engaged in the processing of milk and processed products, shows its commitment to environmental sustainability by implementing various environmentally friendly technologies in its operations. Here are some examples: maximising packaging which uses materials that are easy to recycle, then working with packaging vendors to use recycled materials from waste milk and ice cream products purchased from agents and small retailers then returned to the packaging vendor company, working with cattle farmers to implement sustainable farming practices, such as reducing greenhouse gas emissions and using environmentally friendly animal feed.

"PT XYZ has a structured and sustainable waste management system. Waste is processed in a safe and environmentally friendly way, so it does not pollute the environment. Furthermore, PT XYZ uses raw materials that come from sustainable natural resources. This helps conserve natural resources and reduce environmental impact. PT XYZ also has CSR programmes such as conducting waste collection in several villages and then providing free milk to several elementary schools in nearby villages."

This was presented by informant 1, where the implementation of the green economy has been implemented both in the form of the company's CSR (Customer Social Responsibility) and in the company's internal activities such as using environmentally friendly machines, the use of energy-efficient equipment in the office, production and in the warehouse, such as LED lights and electronic devices with high energy ratings, can significantly reduce electricity bills, the implementation of energy-saving practices, such as turning off lights and equipment when production is stopped or during breaks is an effort to save electricity. And maintaining employee health and safety can reduce costs associated with absenteeism and workplace accidents. Various things related to the green economy will not be able to run well if it does not get support from the company's managerial. Managerial support is needed from the top level to the bottom level where this managerial part is responsible for leading its subordinates. Leadership is a crucial factor in company management. XYZ Company has an open leadership, and prioritises family values. This can be seen based on the results of interviews from several sources 1 stated that:

*"PT XYZ is known as a company that prioritises family culture and cohesiveness among employees. The company also has an employee development programme that aims to improve the quality of human resources and create a conducive work environment. During my work, I felt that PT XYZ sees its employees as valuable assets that need to be invested in and developed."*

*Employees are expected to contribute maximally to achieve the company's goals together. I started as a sales person and now I am in the development period of promotion to supervisor"*

The leader of XYZ company has a transformational leadership style, where the leader provides direction, explains the vision, mission and values that must be applied and provides motivation for his employees. This can be proven from the results of interviews with informants 2 and 3:

*"Leaders like my general manager in the marketing department are effective vision leaders who communicate their vision in a clear, concise and inspiring way. He is able to articulate the future goals of his marketing department in a way that motivates and engages his employees in brainstorming ideas for marketing the ice kirm and milk products. She also made sure to communicate their vision regularly and consistently, so that all employees in the marketing department were on the same page." ...*

Changes that occur in society such as technological developments, the effects of changes in the natural environment, the greenhouse effect, etc.; impact on various sectors will also affect changes in the leadership of the company. Therefore, adaptive, flexible and forwardlooking leadership is required by companies for the sustainability of their business. The main task of a leader is to ensure that his subordinates perform their duties and achieve the expected targets. In companies that are oriented towards the green economy, leaders must build an environment and culture of innovation in their employees. A culture of innovation can be formed by building values that guide employees. The XYZ company has implemented a company value called LIVE.



Figure 1. XYZ Company Values

Source: Annual Report, 2023

PT XYZ encourages the team to innovate and achieve greater heights for their own personal development and for the betterment of the Company as well. The company is committed to honesty, integrity and responsibility. The Company considers all team members as one family, strengthening loyalty and creating a caring, earnest and solid work environment.

In order to retain the best talents, the Company's HR management policy always upholds diversity without distinguishing gender, ethnicity, race and religion. By implementing an HR management strategy that is oriented towards the needs and welfare of employees, the Company has succeeded in controlling the employee turnover rate. This is in line with the explanation of the resource person who stated that:

*"The management of PT XYZ demonstrates a strong commitment to innovation through a clear vision, mission and corporate strategy. Leaders in all departments are encouraged to encourage and facilitate innovation within their teams. PT XYZ provides training and leadership*

*development to help managers and supervisors develop the skills they need to foster a culture of innovation."*

By the end of 2022, 99.9% of the company's employees are Indonesian residents and there are only 7 foreign workers working at the Company's subsidiaries. The use of foreign workers in the Subsidiaries is in accordance with the provisions in the Decree of the Minister. Manpower of the Republic of Indonesia No. 228 of 2019 concerning Certain Positions that Can Be Occupied by Foreign Workers. To ensure maximum value for the Company and all stakeholders, support personnel are also employed to facilitate knowledge transfer between foreign and local employees.

Human resource development carried out by the company to improve efficiency, this is in accordance with the exposure of the resource persons:

*"Innovation to Improve Efficiency where Innovation can help PT. XYZ complete tasks more quickly and easily, thus saving time and resources. Then innovation to improve product quality, of course innovation can lead to better products and services, which can increase customer satisfaction and drive sales because it is important for PT. XYZ. This innovation is carried out because the company is engaged in the food and beverage sector. Then innovation to improve adaptability, innovation can help companies adapt to changing market and business conditions, so that they remain competitive. Finally, to increase employee morale: innovation can create a more interesting and challenging work environment, which can increase employee morale and productivity, besides food and beverage companies are synonymous with sales where the company needs sales, which currently has a high turnover rate, so innovation to increase employee morale is needed."*

As part of the effort to foster a sense of belonging and dedication for employees as well as to increase productivity and value for the Company's shareholders, the Company implemented an Employee Stock Allocation (ESA) programme. The programme has been approved by the shareholders in accordance with Deed No. 116 dated 20 September 2019 in conjunction with Deed of Meeting Resolution No. 126 dated 23 October 2019. Allocation of shares received by ESA programme participants can be purchased at a discounted price, which is 90% of the offering price. All ESA participant shares have the same and equal rights in all respects with other issued and fully paid shares of the Company

## Discussion

PT XYZ is a company engaged in the food and beverage industry, the beginning of the business was run as an ice cream manufacturer with a joint venture system with a foreign company. Then the company expanded to the distribution of frozen products. Furthermore, the company grew and began producing dairy products. After growing, the company listed on the IDX, which then made the company able to open branches in several regions.

Transformational leadership focuses on inspiring and motivating team members through a compelling vision, idealised influence, intellectual stimulation and individualised attention. This leadership style not only improves performance and creativity, but also increases employee satisfaction and commitment. Nonetheless, transformational leadership also requires significant effort and time to overcome resistance and build consensus within the organisation. Transformational leaders often involve teams in the decision-making process, encourage collaboration, and provide constructive feedback. They also focus on employee development through training and mentoring, and create a work environment that supports innovation and creativity.

The concept of leadership in XYZ company describes that the role of leaders who care about the environment is also needed in good organisations oriented towards business sustainability. Leaders who have an insight into environmental concerns; not only pursuing profits but also having concern for the maintenance of a sustainable environment. In addition, XYZ expects leaders in the company to be passionate, proactive, full of initiative and creative towards the interests of many people and the environment. These forms of concern have a significant impact on the development and life of the organisation.

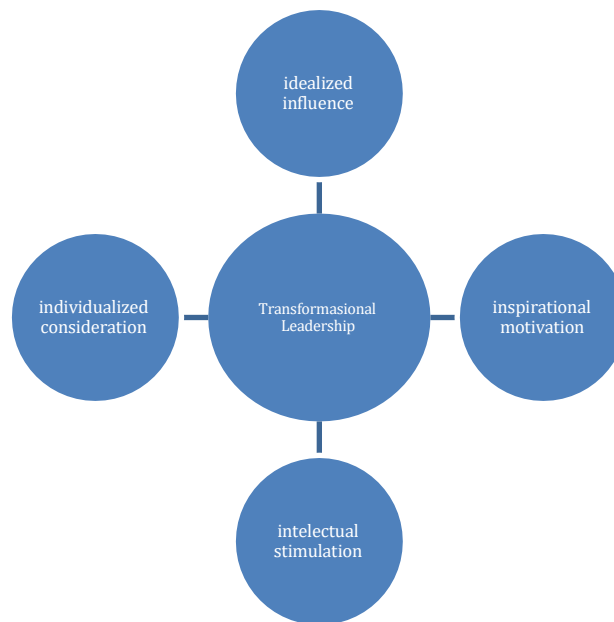


Figure 2. Transformational Leadership

Source: Processed, 2024

In companies that adopt a transformational leadership style, there are several things that need to be considered. The concept of transformational leadership developed by (McCall, 1986) explains four components, namely:

- Idealised Influence: Leaders serve as role models who are respected and admired by their followers. They demonstrate high moral and ethical standards and build trust and model desirable behaviour.
- Inspirational Motivation: Leaders provide a compelling and challenging vision, inspiring followers to work harder and achieve higher goals. They use effective communication to motivate and energise the team.
- Intellectual Stimulation: Leaders encourage creativity and innovation by challenging existing assumptions and encouraging followers to think critically and seek new solutions to problems.
- Individualised Consideration: Leaders pay special attention to the needs of each individual, support their personal and professional development, and provide necessary guidance and training.

Innovation culture is a set of values, beliefs, and behaviours within an organisation that support and promote the creation of new ideas, products, processes, and services. It includes an

environment that encourages organisation members to think creatively, take measured risks, and continually look for ways to improve performance and efficiency. At XYZ company, the culture of innovation has become the company's daily life, this can be seen from the values espoused by the company called LIFE. Where the company encourages the team to innovate and achieve even better levels of achievement for their own personal development and for the progress of the Company as well. the company is committed to honesty, integrity and responsibility. The Company considers all team members as one family, strengthening loyalty and creating a caring, earnest and solid working environment.

An innovative culture in a company refers to a work environment where creativity, experimentation, and new ideas are encouraged and rewarded. This culture is essential to deal with fierce competition, technological change, and dynamic market demands. Leadership must demonstrate commitment to innovation through concrete actions. Leaders must set an example by taking measured risks and demonstrating that failure is part of the learning process. (Tidd & Bessant, 2021). Another thing that companies need to build an innovative culture is an organisational structure that supports collaboration between departments and teams. This can be done by reducing strict hierarchies and encouraging cross-functional co-operation. (Martins & Terblanche, 2003).. An innovative culture will not be achieved without a work environment that supports creativity and experimentation, such as providing spaces for brainstorming, facilities for prototyping, and dedicated time for idea development. Organise training and development programmes that focus on improving innovative and managerial skills. This includes workshops, seminars, and online courses (Cameron & Quinn, 2006). Implement reward and incentive systems that recognise innovative contributions. This could be in the form of bonuses, public recognition, or opportunities to lead innovation projects (Tidd & Bessant, 2021)..

Innovative culture and green economy are two interrelated concepts in the context of modern organisations. Innovative culture encourages the creation of new ideas and creative methods, while green economy focuses on sustainable and environmentally friendly economic practices. When the two are integrated, they can result in business solutions that are not only economically beneficial but also support environmental sustainability. An innovative culture encourages the development of more efficient and environmentally friendly technologies and processes. Companies that have an innovative culture tend to be more proactive in finding solutions that support the green economy. (Porter & Kramer, 2019).. An innovative culture helps companies adapt to changing regulations and market demands that increasingly favour sustainability. This enables companies to remain competitive and relevant in an increasingly green economy. (Eccles et al., 2014).

The application of green economy in the company aims for long-term investment, things that can be achieved in the long term with the application of green economy, among others:

1. Reducing Negative Environmental Impacts The manufacturing industry has historically been one of the major contributors to pollution and environmental damage. The implementation of green practices helps reduce these negative impacts by adopting environmentally friendly technologies, reducing waste, and optimising resource use. (Dianjaya & Epira, 2020).
2. Saving Resources By implementing green practices, the manufacturing industry can reduce excessive consumption of natural resources (Liu et al., 2023). This includes more efficient use of energy, use of recyclable raw materials, and better waste management.
3. Competitive Advantage Industries that adopt green practices often gain a competitive



advantage. Consumers increasingly favour products from companies that are committed to environmental sustainability, which can improve brand image and increase competitiveness in the market. (Nugraha et al., 2024).

4. **Regulatory Compliance** The implementation of green practices enables industries to meet increasingly stringent environmental regulations. By complying with existing rules and regulations, companies can avoid legal sanctions and additional costs that may arise due to violations. (Sakai et al., 2022).
5. **Long-term Cost Efficiency** While it may require a higher initial investment to adopt new technologies and processes, green practices are likely to result in long-term cost efficiency. For example, by using energy more efficiently, companies can reduce operational costs over a longer period of time. (Nugraha et al., 2024).
6. **Corporate Social Responsibility** Implementing green practices strengthens corporate social responsibility. Companies committed to environmental sustainability help build a positive reputation in the eyes of society and contribute to sustainable development. (D'Angelo et al., 2023).



Figure 3. Implementation of Green Practices

Source: Processed, 2024

Therefore, in order to pursue organisational change, such as green initiatives, organisations must adapt to the changing environment and encourage continuous innovation. (Rajapathirana & Hui, 2018; Schwarz & Huber, 2008).. Thus, as a company focuses on environmental sustainability, it is expected to ensure that it will continue to innovate green practices, leading to competitive advantage. This, by extension, suggests that an organisation's capacity to innovate sustainably should extend to the Green Economy (Modi & Patel, 2013). (Yang et al., 2019) established that managers' focus on proactive environmental strategies promotes the development of a culture of innovation in the firm. In this regard (de Souza Dutra et al., 2017) suggests that failure to implement a green economy may be traceable to inadequate technological and managerial

capabilities. Therefore, governments, like other organisations, must constantly adapt their procurement activities to innovations in the market to successfully pursue a green economy (Grandia et al., 2015).

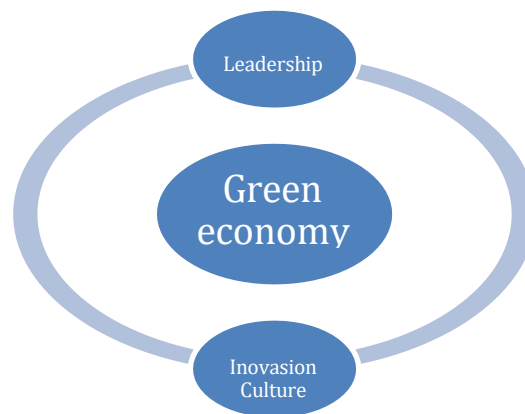


Figure 4. Leadership Support

Source: Processed, 2024

Transformational leaders create a vision that inspires and motivates employees to innovate. They provide the necessary support and resources for experimentation and the development of new ideas. By inspiring and encouraging employees, transformational leaders help shape a culture that is open to change and innovation, which is an important prerequisite for adopting a green economy. An innovative culture enables organisations to find and implement new solutions that are more environmentally friendly. This could be innovations in production processes, the use of renewable energy, or better waste management. In the context of a green economy, innovation is required to develop new technologies and practices that reduce environmental impact and improve sustainability. Transformational leaders play a key role in driving change towards a green economy by inspiring employees to support and participate in sustainability initiatives. They can promote sustainability values, set ambitious environmental goals, and provide direction and support to achieve them.

## CONCLUSION

This study demonstrates that transformational leadership plays a critical role in driving green economy implementation in the food and beverage industry, with innovation culture serving as a key mediating mechanism. In the case of PT XYZ, leadership characterized by a clearly communicated environmental vision, intellectual stimulation, and employee empowerment was found to contribute significantly to the successful adoption of green practices, including sustainable waste management, eco-friendly packaging, and energy efficiency initiatives. To achieve a green economy, the company needs support from its main leader, a transformational type of leadership and an innovative culture. Transformational leaders create and maintain an innovative culture, which in turn drives the development and implementation of sustainable solutions required for a green economy. By inspiring and empowering employees, transformational leaders ensure that organisations can adapt and thrive in an environment that demands or Swarm Leadership.

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