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Organizational Resilience Through Green Human Resource Management: An Integrated Perspective

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ABSTRACT

Purpose – This study examines the relationships between Green Human Resource Management (GHRM), Green Transformational Leadership (GTL), and Organizational Resilience (OR) through Green Organizational Culture (GOC), while testing Environmental Values (EV) as a boundary condition. The study integrates the Resource-Based View (RBV) and Ability–Motivation–Opportunity (AMO) framework.
Design/methodology/approach – A quantitative explanatory cross-sectional design was employed using data from 270 full-time employees in Indonesian textile manufacturing organizations. Respondents were selected through purposive sampling, and the data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM) with 5,000 bootstrap subsamples.
Findings – GHRM has no significant direct effect on OR but significantly influences OR indirectly through GOC. GTL strongly predicts GOC and also has a significant indirect effect on OR through GOC, while its direct effect on OR is not significant at the conventional two-tailed 5% level. EV has the strongest positive direct effect on OR, whereas the EV × GOC interaction is significantly negative, indicating that higher environmental values weaken the positive relationship between GOC and OR.
Originality/Value – This study integrates RBV and AMO by positioning GHRM and GTL as resource- and motivation-enhancing practices, GOC as the organizational conversion mechanism, and OR as the resulting adaptive capability. The findings highlight the central role of GOC in translating green management practices into organizational resilience in Indonesian textile manufacturing.

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1. Introduction

The global textile manufacturing industry faces growing uncertainty driven by stringent sustainability requirements, volatile market demand, and persistent supply chain disruptions. These pressures are particularly consequential for labor-intensive manufacturing settings such as Indonesia's textile sector, which must balance competitiveness, employment, and rising environmental expectations. Increasing competition and sustainability requirements consequently demand that firms transcend individual engagements with the environment through embarking on Green Human Resource Management (GHRM), Green Transformational Leadership (GTL), and Green Organizational Culture (GOC) to the overall goal of organizational resilience. The ecological pressures, regulatory requirements and the expectations of the stakeholders further increase this transformation. The United Nations Environment Programme (2025) indicates that the textile sector is extremely resource-consuming and plays a significant role in the greenhouse-gas emissions and water use worldwide. Therefore, organizational capabilities that enable sustainability-oriented activities can enable Indonesian textile manufacturers to adapt, continue, and recover in an environment and market characterized by uncertainty.

The extreme operational contractions and distress of the systemic industry in the particular context of Indonesia hugely reinforce this urgent requirement of resilience. the last few years, the textile manufacturing industry in Indonesia has an alarming negative trend of production growth. Table I shows the empirical fact of this contraction, with the increase in textile production decreasing quarterly (KBLI 13) throughout the year 2025.

Table 1. Production Growth in Indonesia's Textile Manufacturing Sector in 2025

KBLI Description	Annual Production Growth of Y in 2025				
	QI	QII	QIII	QIV	Annual
13 textile	3	2.37	-3.72	-3.51	-0.46
14 apparel	0.77	3.45	1.22	6.93	3.05

Source: (BPS, 2025)

According to Table I, the performance of the sector is volatile in terms of growth and the annual growth rate is negative (–0.46%). This poor performance in the production shows that the textile industry in Indonesia remains to experience considerable operational and competition pressures leading to a considerable social and economic impact on the workforce, which is largely labour intensive. With the shrinking production, numerous textile manufacturers laid off most of their workers causing a great number of layoffs in the industry. To further demonstrate this tendency, Table II shows the number of layoffs that were reported in the textile industry in Indonesia in 2022 and 2024.

Table 2. Workforce Layoffs in Indonesia's Textile Industry (2022–2024)

Layoffs in 2022-2024 Layoffs in Indonesia's textile industry	
Years	Amount
2022	25.114

2023	64.855
2024	13.800

Source: (BPKP, 2024)

According to Table II shows a ruinous peak in 2023, with 64,855 workers laid off under the deterioration of the global market circumstances. Even though this number became smaller in 2024, the compound effect of such layoffs emphasizes a certain state of vulnerability in the industry. Such compounding operation and social shocks are a clear indication that the traditional survival mechanisms are not enough to sustain Indonesian manufacturers. Therefore, the establishment of strong organizational resiliency is no longer just a part of an optional program, but rather a strategic necessity of survival, adaption, and continuity in a changing volatile global market environment.

Though GHRM and GTL are recognized more and more as essential promoters of sustainable organizational development, their role in resilience of organizations remains under-linked in the current literature. Past literature indicates that GHRM supplements the organizational resilience by incorporating the concepts of the environment in human useful resource practices, including recruitment, education, overall performance evaluation, and worker participation, enhancing the green ability of the personnel and boosting organizational adaptability (Elshaer et al., 2024; Munziar and Hodijah, 2025). but the majority of empirical research is focused on the outcomes inclusive of environmental performance, pro-environmental innovation, sustainable overall organizational performance, and pro-environmental behavior of the personnel, and the significance of organizational resilience has been paid insignificant attention. Similarly, studies of Green Transformational Leadership have focused largely on its effect on the environmental behavior of employees, inexperienced innovation and sustainability performance, and limited research has focused on its role in enhancing organizational resilience in the face of evolving circumstances as a strategic organizational functionality (Haider et al., 2026; Niazi et al., 2023; Singh et al., 2020). thus, the contemporary literature related to Green HRM has offered the most proficient understanding of the methods through which sustainability-focused management practices harden organizational resilience to changing conditions.

A similar barrier is evident in a study looking at the organizational processes that can link sustainability-related management practices and organizational resilience. Green Organizational culture is increasingly appearing as a vital organizational capacity since it instills environmental values as shared norms, ideals, and commonplace organizational practices. although previous researches have determined that inexperienced Organizational way of life is a contributor to environmental overall performance, employee commitment, and organizational sustainability (Ahmad et al., 2023; Legese et al., 2026), expanding empirical evidence addressing its mediating role between Green Organizational Culture and Organizational Resilience has been underserved (Elshaer et al., 2024) and, whereas Environmental Values have been widely acknowledged as antecedents of personnel pro-environmental attitudes and behaviours (Hooi et al., 2021; Lahbar et al., 2025), their mediation

capacity has had an extremely minimal empirical focus. As an ultimate conclusion, both the organizational mechanisms and the contextual circumstances in which sustainability-driven practices help to create resilient firms remain poorly-understood.

These loopholes are of particular significance to the textile industry in Indonesia where companies are simultaneously subjected to sustainability demands, environmental control, unstable global demand and frequent supply-chain disruptions. Such pressures can only be addressed by more than the availability of green HR practices or a leader who is sustainability oriented. Organizations have to transform these inputs into shared routines, coordinated behaviors and responses that are adaptive. This paper thus differentiates resource-mobilizing processes (GHRM and GTL), a process of institutional conversion (GOC), an individual motivational boundary condition (EV) and adaptive capability outcome (OR). The architecture is aimed at explaining how not only the variables of green-management are related to resilience, but also how their diffusion into organizational operations occurs.

This model thus places GOC at the pivotal conversion process whereby GHRM and GTL can be applicable to resilience. GHRM and GTL support meaning, role modelling, employee involvement and motivation respectively through coordinated HR practices that can build on environmental competence, motivation and participation opportunities. In case such inputs are institutionalized in common environmental norms and routines, GOC can help to convert dispersed individual-level reactions into a more predictable organizational pattern, which promotes anticipation, adaptation, recovery, and renewal. EV is defined as a separate staff level motivation state that can influence the degree to which staffs can turn to organizational culture to address environmental pressures. This framework is more accurate in explaining the set of proposed mechanisms within the Indonesian textile setting.

In this study, there are three contributions to be made. First, it makes it clear that RBV and AMO are compatible; not parallel characterizations: AMO describes the micro-prerequisites of employees that HR and leadership practices create in terms of ability, motivation, and opportunities to contribute, and RBV describes how repeated and socially embedded patterns can be converted into organizational capabilities. Second, it theorizes GOC as the institutionalizing process that transforms mobilizing resource practices into coordinated adaptive behavior, where OR is the result of the capability. Third, it measures these processes between the workers of the participating Indonesian textile production organizations, which is the environment of labor intensity and pressure of sustainability. The empirical assertions can therefore be restricted to the study context and not the whole of the Global South.

2. Literature Review & Hypothesis Development

2.1 Grand Theory Framework

2.1.1 Resource-Based-View (RBV)

In this research, the Resource-Based View (RBV) is used to explain how internally developed, socially embedded and hard-to-copy organizational arrangements can help service organizations to sustain adaptation (Barney, 1991; Gupta et al., 2025). GHRM and GTL are not

considered as outcomes of resilience per se in the current model. In their place they are resource-mobilizing processes of management, which determine the development and the coordination of human and social resources. GOC is a more institutionalized, socially more complex organizational ability, as environmental priorities are integrated into common norms, routines and expectations. Organizational Resilience is placed as the adaptive capability outcome that is captured in the form of anticipation, response, adaptation, recovery, and renewal. This resource-process-capability difference gives the RBV rationale as to why green-oriented management can be useful in promoting resilience in the Indonesian textile manufacturing industry.

2.1.2 Ability–Motivation–Opportunity (AMO)

The Ability-Motivation-Opportunity (AMO) framework supplements RBV with specification of the employee-level processes according to which the management practices can be implemented (Appelbaum et al., 2000; Bos-Nehles et al., 2023; Faisal, 2023). This research does not place GHRM, GTL and GOC in three separate AMO components. GHRM is instead perceived as a bundle of practices which collectively can build environmental capacity by recruiting and training, reinforcing motivation by appraising and rewarding and providing opportunities by participation and empowerment. GTL has the capability of increasing motivation, meaning, role modeling, and voice opportunities whereas GOC offers an organizational background whereby those capacities and motivation could be articulated on a continuous basis. Environmental Values provide a personal source of intrinsic motivation which can reinforce or replace cultural cues. AMO thus, characterizes the micro-foundations of behavior, and RBV how repeated collective behavior can be developed into an organizational capability.

The pair of theories work together at complementary levels of explanation. AMO explains the effects of green oriented practices and leadership on what can be done, will be done and what can be allowed to be done by employees, whereas RBV describes how the resulting scattered responses can be useful only when coordinated and institutionalized. GOC thus lies at the core of the model since it transforms divergent HR and leadership contributions into common routines and collective expectations. The downstream capability that can arise due to these routines is Organizational Resilience that allows employees to predict and adjust to disruption. This unified architecture allows the mediation hypotheses theoretical framework, and does not reduce AMO to a one-to-one mapping of one construct by one component.

2.1.3 Organizational Resilience

Organizational Resilience is the strategic ability of an organization to anticipate, absorb, adapt, learn to stay functional through internal and external shocks and to have a competitive edge in an uncertain environment (Georgescu et al., 2024; Gul et al., 2025; Napier et al., 2024). Viewed through the lens of the Resource-Based View (RBV), resilience can hardly be seen as a response to the eventualities but can be viewed as an organizational capacity that is created as a result of the efficient use of valuable organizational resources. Strategic resources are human capital, sustainability-oriented leadership, and organizational culture that help firms absorb environmental shocks, reconfigure current capabilities, and ensure long-term impacts on organizational performance (Faisal, 2023). Despite the importance of organizational leaming,

strategic flexibility, and adaptive decision-making identified in past studies to bolster resilignce (Liu and Zhang, 2024; You et al., 2023), few empirical studies exist on how en GHRM, GTL, and GOC are interconnected to strengthen Organizational Resilience, especially in the labor-intensive textile manufacturing sector of Indonesia.

2.2 Green Human Resource Management and Organizational Resilience

GHRM is the integration of environmental sustainability and human resource practices, such as green recruitment, green training, green performance appraisal, reward systems, employee participation, the aim of which is to enhance the environmental competencies of employees and sustainable behavior in the workplace (Doghan, 2024; K. Khan et al., 2025). In line with the RBV and AMO schools of thought, the practices build knowledge in employees, increase their motivation to promote sustainability efforts, and offer a chance to participate in environmentally friendly actions, thus increasing organizational flexibility (Ali et al., 2024; Bos-Nehles et al., 2023).

Empirical evidence points to the fact that GHRM intensifies the environmental abilities and creates the ability of the organizations to react to the environmental and operational shocks (Elshaer et al., 2024; Munziar and Hodijah, 2025). However, other past studies have mainly focused on the outcomes such as green innovation and environmental performance, but its role in Organizational Resilience is under-researched. This is especially true in the textile manufacturing sector of Indonesia where organizations are experiencing growing sustainability demands, the changing market environment, and ongoing supply chain insecurity. In this scenario, incorporation of sustainability in HRM is likely to enhance resilience in the organizations.

H1: "*Green Human Resource Management positively affects Organizational Resilience."*

2.3 Green Transformational Leadership and Organizational Resilience

GTL is a leadership style that promotes environmental sustainability through a communication approach that communicates a strong green vision, sparks creativity, and advocates an environmentally friendly organizational change (Priatna et al., 2025). In line with the RBV and the AMO approach, green leaders not only improve the motivation of employees but they also provide avenues where they can engage in sustainability efforts thus boosting the ability of the organization to adapt to any change. Previous studies has consistently demonstrated that GTL promotes pro-environmental behavior, environmental, and sustainability (Haider et al., 2026; Niazi et al., 2023; Singh et al., 2020). Nevertheless, there is little empirical data on its role in Organizational Resilience especially in the labor-intensive manufacturing sectors. In the Indonesian textile industry where companies have to work within growing environmental regulation and uncertainty in the market, the environmentally responsible leadership is supposed to reinforce the adaptive capability and enhance it.

H2: "*Green Transformational Leadership positively affects Organizational Resilience.*"

2.4 Green Human Resource Management and Green Organizational Culture

GHRM helps in building GOC through environmental sustainability that is incorporated in recruitment, green training, green performance management, reward system, employee involvement (Haider et al., 2026; Raza et al., 2025). The practices equip the employees with environmental competencies, encourage them further to practice sustainable behaviour and

give them room to participate in organizational environmental practices, all aligned to the AMO framework. According to the RBV perspective, these mass practices slowly become an organizational ability, which is not tangible and that sustains the long-term competitiveness (Legese et al., 2026). The empirical data show that GHRM entrenches the environmental values by instilling sustainability in the shared beliefs and routine organizational practices of the employees (Ahmad et al., 2023; Elshaer et al., 2024). However, this relationship has not been given much consideration in the manufacturing industries where labor is involved in producing goods. Since the textile manufacturing industry in Indonesia is increasingly facing sustainability issues, GHRM is likely to be at the forefront in developing a powerful and eco-friendly organizational culture.

H3: "*Green Human Resource Management positively affects Green Organizational Culture.*"

2.5 Green Transformational Leadership and Green Organizational Culture

GTL is also a key driver GOC as it brings together shared environment objectives, promotes worker engagement, and solidifies environmentally aware practices across the company (Ismail, 2025; Raza et al., 2025). This type of leadership increases the commitment of employees towards sustainability and establishes organizational conditions to collaborate with the environment and improve. Past research has always indicated that GTL enhances the institutionalization of the value of the environment through strengthening the commitment of e yees and institutionalizing sustainabilityoriented organizational norms (Haider et al., 2026; Niazi et al., 2023; Singh et al., 2020). Due to the sustained and ongoing increase in sustainability expectations across the Indonesia textile manufacturing industry, environmentally responsible leadership is likely to hasten the process of developing to strong GOC.

H4: *"Green Transformational Leadership positively affects Green Organizational Culture."*

2.6 Green Organizational Culture and Organizational Resilience

GOC denotes environmental values are instilled in organizational norms, common beliefs, and the daily practices that consequently leads employees into acting responsibly towards the environment (Baltacı and Buyukbese, 2025; Sattar et al., 2025). GOC, as an intangible strategic resource, makes organizations more adaptable to environmental changes through promoting knowledge sharing, ongoing learning, and joint problem-solving. According to previous studies, Green Organizational Culture enhances the quality of environmental commitment, organizational flexibility, and sustainability performance (Ahmad et al., 2023; M. H. Khan et al., 2026; Legese et al., 2026). Although the results of this study have been gathered, there are comparatively a few studies that have looked at its direct role in Organizational Resilience particularly in labor intensive production systems. In the case of Indonesian textile producers faced with on-going environmental and market stress, the opportunity to entrench sustainability within the organizational culture is likely to enhance the resilience and long term adaptability.

H5: "*Green Organizational Culture positively affects Organizational Resilience.*"

2.7 The Mediating Role of Green Organizational Culture

The integrated RBV–AMO architecture implies that GHRM and GTL should not be expected to create resilience automatically. GHRM can build environmental capability, motivation and opportunities to contribute at the employee level and GTL can support motivation, shared

meaning, and participation. According to RBV, though, these inputs can only be turned into strategic consequences in case they are institutionalized in an organized organizational pattern. The reason why GOC is suggested as such a conversion mechanism is that it incorporates environmental priorities in the shared norms, collaboration, decision routines, and expectations. In this process of institutionalization, the distinct HR practices and signaling of leadership can be converted into group adaptive practices to facilitate anticipation, response, adaptation, recovery, and renewal.

Past research suggests that GOC can carry the impact of GHRM to sustainability-related outcomes through enhancing environmental commitment, organizational learning, and regular pro-environmental behavior (Ahmad et al., 2023; Elshaer et al., 2024). GTL is also linked to the effects on an organization, in that it establishes an organizational culture that supports sustainability and ongoing enhancement (Niazi et al., 2023). The arguments indicate that there are two possible ways in which GHRM can rely more on cultural institutionalization and only after that it can be applied to resilience or it may be the leadership that changes resilience through culture and (possibly) even through more immediate motivational and sense-making mechanisms.

H6: "*Green Organizational Culture mediates the relationship between Green Human Resource Management and Organizational Resilience.*"

H7: "*Green Organizational Culture mediates the relationship between Green Transformational Leadership and Organizational Resilience.*"

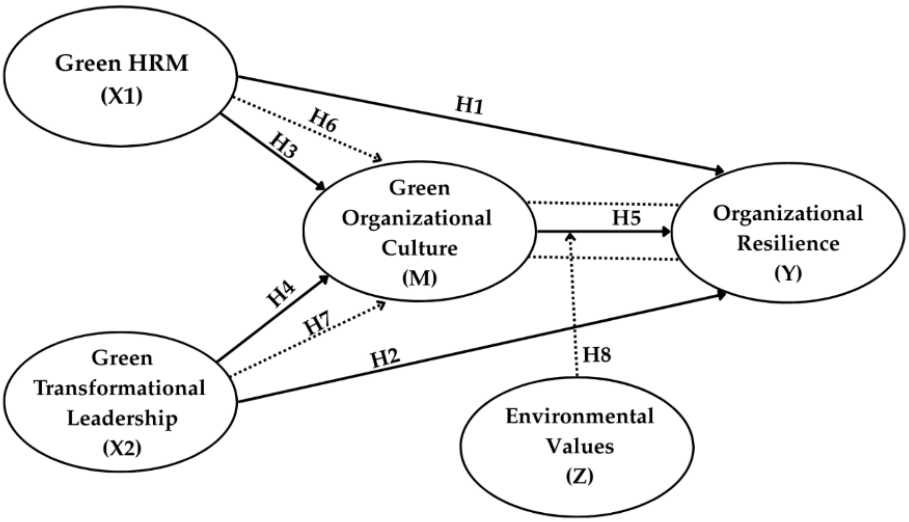
2.8 The Moderating Role of Environmental Values

Environmental Values (EV) are beliefs and personal principles of employees on environmental protection and sustainable development, which affect the intentions of behaviour in terms of sustainability (Alherimi et al., 2024; Katz et al., 2022). The staff that has more positive attitudes towards the environment is more likely to be Promoting activities aimed at organizational sustainability and behaving in a responsible and environmental way. The Environmental Values within AMO framework enhances the intrinsic motivation of employees to act in line with the objectives of organizational sustainability. These values are therefore likely to have effects on the effectiveness the Green Organizational Culture has on Organizational Resilience. Despite the fact that some past research has associated Environmental Values with environmental commitment, pro-environmental behavior and employee engagement (Hooi et al., 2021; Katz et al., 2022; Lahbar et al., 2025), their moderating effect on correlation GOC and Organizational Resilience has been understudied, especially in manufacturing industries that are labor-intensive. Since the textile manufacturing industry of Indonesia is undergoing sustainability issues, it would be anticipated that more developed environmental values would support contribution of GOC to Organizational Resilience.

H8: "*Environmental Values positively moderate the relationship between Green Organizational Culture and Organizational Resilience.*"

Figure 1 presents theoretical model developed from formulated hypotheses:

Figure 1. Formulated Hypotheses Framework



Source: Authors ,2026.

3. Methodology

3.1 Data Collection Procedures

Quantitative explanatory style was embraced to investigate the correlations between Green Human Resource Management (GHRM), Green Transformational Leadership (GTL), Green Organizational Culture (GOC), Environmental Values (EV), and Organizational Resilience (OR) in the Indonesian textile manufacturing sector. Based on the combined RBV-AMO framework, the model separates resource-mobilizing management processes, cultural institutionalization, an individual motivational boundary condition and resilience as an adaptive capability outcome. The tests include direct, indirect and moderating relationships between how employees perceive these constructs.

The sample was made up of full time workers in the textile production firms in Indonesia. Only those employees who had at least six months of experience in the organization were included to facilitate adequate experience. The reason why purposive sampling was employed was that in order to measure organizational practices, respondents must meet these eligibility criteria. A structured questionnaire based on the previously tested scales was used to gather primary data; a pilot study was carried out to evaluate clarity and readability and relevance to the context. A 5-point Likert scale between 1 (strongly disagree) and 5 (strongly agree) was used in all items. There were 270 valid responses analyzed (Cepeda-Carrión et al., 2022; Hair et al., 2021). Individual employee perception is the unit of analysis in the present model. The ratings were not combined at the firm level, although GOC and OR are phenomena of organizational levels, as a result, the coefficients can be viewed not as a direct estimation of between-firm effects in organizations but as associations between perceptions of employees.

The distinction by level of analysis is significant since employees within the same company can be subjected to the same exposure of HR systems, leadership, culture and disruption. The

current research would make no estimation of within-firm agreement, intraclass correlations, design effects, cluster-robust standard errors, or a multilevel SEM. Thus, individual ratings are not asserted to be statistically equivalent to the firm-level culture or resilience. In further data collection, firm identifiers, and number of respondents per firm should be kept to explicitly assess rwg, ICC(1)/ICC(2), aggregation choices, and multilevel model choices.

3.2 Measurement Scale

GHRM was gauged by using green recruitment, green training, green performance appraisal, green rewards, green participation, and green empowerment. GTL had tapped into the leadership skills of leaders to communicate a green vision, motivate employees, spur environmentally oriented thinking, and become green role models. GOC embodied institutionalization of environmental values in form of shared norms, cooperation and commitment of sustainability. EV used the personal dedication of employees towards sustainability and the environment (long-term), whereas OR used perceived organizational capacity to foresee, prepare, react, adapt, recuperate and learn disruption. Table 3 shows the operational definitions and domain of indicators.

The specification of constructs was thought to be reviewed because of the scope of GHRM and OR. The two constructs can be plausibly conceptualized as multidimensional bundles or higher-order composites since the component practices or resilience capabilities involved are not synonymous. To be comparable with the validated scales and the original specification of PLS-SEM, the present analysis also adheres to the reflective first-order operationalization, though it is seen as an empirical approximation and not evidence that the constructs is necessarily reflective. The substantive interpretation thus regards an integrated understanding of GHRM and resilience and future studies ought to compare this specification to the higher-order or composite specification prior to firm ontological assertion in regards to the constructs.

Table 3. Measurement of Variables

Variable	Indicators	Description	#Of Item	Source
Green Human Resource Management	Green Recruitment, Green Training, Green Performance Appraisal, Green Rewards, Green Participation, Green Empowerment	GHRM were selected to represent the core green HR practices, including green recruitment, training, performance management, employee involvement, and reward systems.	12 Item	(Elshaer et al., 2024; Munziar & Hodijah, 2025)
Green Transformational Leadership	Green Vision, Inspirational Motivation, Intellectual Stimulation, Green Role Model	GTL were chosen to reflect leaders' ability to communicate a green vision, inspire employees, encourage environmental innovation, and	10 Item	(Haider et al., 2026; Niazi et al., 2023)

		support sustainability-oriented behaviors.		
Green Organizational Culture	Green Values, Green Norms, Green Collaboration, Sustainability Commitment	GOC were selected to capture the institutionalization of environmental values through shared norms, organizational commitment, collaborative practices, and sustainability-oriented behaviors.	10 Item	(Ahmad et al., 2023; Legese et al., 2026)
Environmental Values	Environmental Responsibility, Resource Conservation, Long-term Environmental Orientation	Environmental Values were chosen to represent employees' personal commitment to environmental protection, resource conservation, and sustainable development.	6 Item	(Hooi et al., 2021; Lahbar et al., 2025)
Organizational Resilience	Anticipation, Preparedness, Response Capability, Adaptation, Recovery Capability, Organizational Renewal	Organizational Resilience were selected to represent the organization's capability to anticipate, respond, adaption, recover , and learn from disruptions.	12 Item	(Liu & Zhang, 2024; Napier et al., 2024; You et al., 2023)

Source: Author,2026.

3.3 Data Analysis

The use of PLS-SEM in SmartPLS 4.1.1.8 was used to analyse the measurement and structural models since the framework includes mediation and moderation relations (Bin Amatan et al., 2025; Hair et al., 2021). Measurement evaluation was based on indicator loading, Cronbach alpha, Composite Reliability (CR), Average Varied Extraction (AVE), Fornell Larcker criterion and the HeterotraitMonotrait Ratio (HTMT). Structural analysis took into account path coefficients and the R^2, with 5,000 bootstrap subsamples were taken into account to evaluate both direct and indirect effects. In the modified interpretation, the robustness is measured by standard two-tailed 5 per cent level (approximately $|t| > 1.96$). Since the percentile bootstrap confidence limits on the paths of the structure are not reported in the reported output, two

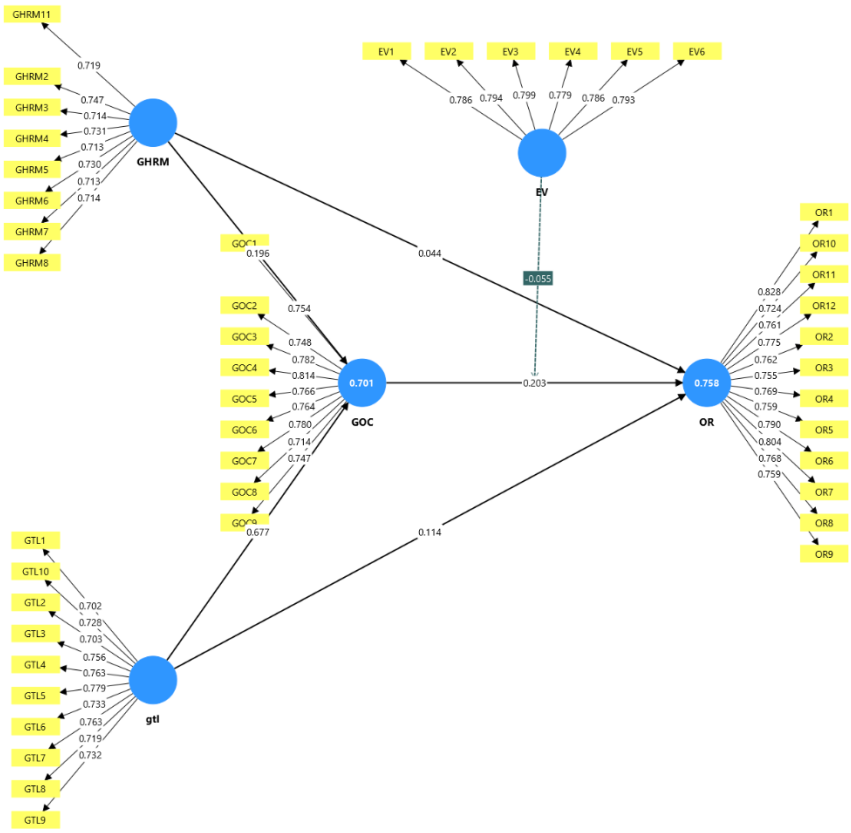
tailed sensitivity intervals are formed using the reported bootstrap standard errors β ± 1.96SE and explicitly discussed as normal-approximation intervals rather than percentile-bootstrap intervals. R 2 is viewed as the in-sample explanatory power; there is no report of Q^2 and of the out-of-sample-validity of predictive power, so no out-of-sample predictive-validity claim is made.

The research has also realized that all the constructs were gathered by the same respondents in a cross-sectional questionnaire. Common method variance is not automatically eradicated by reliability, convergent validity, and discriminant-validity statistics. To that end, the relatively high values of R^2 are taken with caution particularly when there is a conceptual proximity amongst constructs. The current evidence lacks a marker-variable structure and an independent-source validation, and common method variance is thus not methodologically handled but considered statistically insignificant.

4. Result and Discussion

4.1 Result Grapichal Output

Figure 2. Result Grapichal Output



Source: Authors,2026.

Hypothesis testing is based on this model. In the outer-model analysis, five indicators were dropped since the loading of the indicators was lower than the chosen reliability scale: GHRM1, GHRM9, GHRM10, GHRM12, and GOC10. The retained model retains thus 8 of the 12 GHRM indicators and 9 of the 10 GOC indicators; all GTL, EV and OR indicators in Table

5 were retained. Such deletions are transparently reported since the enhancement of statistical convergence should not be taken as a sign to indicate that the conceptual domain of a broad construct has been enhanced. The findings are to be interpreted along with the limitation of construct-specification in the Methodology section.

4.2 Respondent Profile

Table 4. Respondent Profile

Characteristic	Category	Number Of Respondent	Percentage (%)
Gender	Male	103	38.1%
	Female	167	61.9%
Age	> 45 Years	30	11.1%
	35-44 Years	63	23.3%
	20-34 Years	166	61.5%
	< 20 Years	11	4.1%
Education	Master's/Doctoral S2/S3	6	2.3%
	Bachelor's Degree (S1)	44	16.3%
	Diploma (D3)	29	10.7%
	Senior High School	191	70.7%
Work Experience	>15 Years	41	15.2%
	7-14 years	77	18.5%
	1-6 Years	121	44.8%
	<1 Years	31	11.5%

Source: Authors,2026.

The valid respondents are illustrated in Table 44, present the 270 respondents were valid out of which 61.9% were female and 38.1% were male, which showed that the female employees were the dominant ones in the study sample. The majority of the participants were young, 20 and 34 years, (61.5%), and the rest represented relatively smaller proportions. In terms of educational attainment, the educational profile typical of the textile manufacturing workforce of Indonesia, 70.7% of the respondents had attend senior high school. Moreover, 44.8% of respondents had between one and six years of work experience, which indicates that the sample was mostly comprised by employees with adequate years of organizational experience to assess the constructs being investigated. All in all, these demographic traits suggest that the respondent sample can be used to represent the employees in the textile-manufacturing sector of Indonesia.

4.3 Measurement Model Assessment

Table 5. Loadings, Cronbach's Alpha, CR, and AVE

Construct	Outer Loading	Cronbach's alpha	CR	AVE
Green Human Resource Management		0.869	0.870	0.522
GHRM11	0.719			
GHRM2	0.747			
GHRM3	0.714			

GHRM4	0.731			
GHRM5	0.713			
GHRM6	0.730			
GHRM7	0.713			
GHRM8	0.714			
Green Transformational Leadership		0.907	0.908	0.545
GTL1	0.702			
GTL10	0.728			
GTL2	0.703			
GTL3	0.756			
GTL4	0.763			
GTL5	0.779			
GTL6	0.733			
GTL7	0.763			
GTL8	0.719			
GTL9	0.732			
Green Organizational Culture		0.910	0.912	0.583
GOC1	0.754			
GOC2	0.748			
GOC3	0.782			
GOC4	0.814			
GOC5	0.766			
GOC6	0.764			
GOC7	0.78			
GOC8	0.714			
GOC9	0.747			
Environmental Values		0.879	0.879	0.623
EV1	0.786			
EV2	0.794			
EV3	0.799			
EV4	0.779			
EV5	0.786			
EV6	0.793			
Organizational Resilience		0.938	0.939	0.595
OR1	0.828			
OR10	0.724			
OR11	0.761			
OR12	0.775			
OR2	0.762			
OR3	0.755			

OR4	0.769
OR5	0.759
OR6	0.790
OR7	0.804
OR8	0.768
OR9	0.759

Source: Authors,2026.

Table 5 indicates that retained indicators have an outer loading between 0.702 and 0.828, and Cronbach alpha and CR are more than 0.70 and AVE is more than 0.50 of all constructs. These values endorse internal consistency and convergent validity that the retained reflective specification. Nonetheless, due to the general nature of GHRM and OR, the satisfactory reliability and AVE alone cannot justify the claim that only the first-order reflective model should be considered. Measurement evidence is thus consistent with the statistical adequacy of the retained indicators in the tested model, but the existence of higher-order or composite specifications is unconstrained.

The FornellLarcker criterion and the HTMT were used to determine discriminant validity. The FornellLarcker comparisons can be accepted, and the HTMT results should be taken with caution. Three pairs exceed the commonly used 0.90 guideline: EV–GOC = 0.917, EV–OR = 0.930, and GTL–GOC = 0.907. These values show that there is a lack of empirical separation although the constructs are theoretically different. The overlap itself has substantive importance due to the fact that EV has the highest direct coefficient on OR and GOC is both a mediator and an element of the interaction term. This means that structural coefficients made between these constructs should be construed in a conservative way and not that discriminant validity is definitively proven.

Table 6. Discriminant Validity

Construct	Fornell-Larcker criterion					Heterotrait-Monotrait Ratio			
EV	0.789								
GHRM	0.651	0.723				0.742			
GOC	0.821	0.716	0.764			0.917	0.801		
OR	0.846	0.647	0.798	0.772		0.930	0.715	0.861	
GTL	0.745	0.768	0.828	0.739	0.738	0.832	0.864	0.907	0.800

Source: Authors, 2026.

Table 7. HTMT Bootstrapping

Construct	HTMT	5.00%	95.00 %
GHRM <-> EV	0.742	0.682	0.797
GOC <->EV	0.917	0.884	0.946
GOC <->GHRM	0.801	0.747	0.852
OR <->EV	0.930	0.902	0.956
OR <-> GHRM	0.715	0.654	0.772

OR<-> GOC	0.861	0.825	0.894
GTL <-> EV	0.832	0.789	0.872
GTL<-> GHRM	0.864	0.82	0.904
GTL <-> GOC	0.907	0.877	0.936
GTL <-> OR	0.800	0.755	0.841

Source: Authors, 2026.

Bootstrapped HTMT confidence intervals offer an extra though not conclusive check. Table 7 upper 95% limits are all under 1.00 with a range of 0.772 to 0.956 which is statistically distinguishable when using the less strict HTMT-inference criterion. Meanwhile, the above point estimates with values above 0.90 indicate that the empirical separation is not strongly defined. The re-interpretation thus agrees with both findings: the constructs are not statistically the same but EVGOC, EVOR, and GTLGOC share a great deal of overlap that can inflate or destabilize structural relationships. Refined measures or alternating construct specifications should be replicated to build up stronger discriminant evidence.

4.4 Structural Model Assessment

Table 8. R Square

Construct	R-square	R-square adjusted
GOC	0.701	0.699
OR	0.758	0.754

Source: Authors,2026.

Table 9. Direct Effect

Direct Effect	Weight	SE	T	P-values
EV -> OR	0.533	0.058	9.260	<0.001
EV x GOC -> OR	-0.055	0.024	2.278	0.023
GHRM -> GOC	0.196	0.055	3.592	<0.001
GHRM -> OR	0.044	0.050	0.873	0.383
GOC -> OR	0.203	0.068	2.970	0.003
GTL -> GOC	0.677	0.048	14.026	<0.001
GTL -> OR	0.114	0.068	1.674	0.094

Source: Authors,2026.

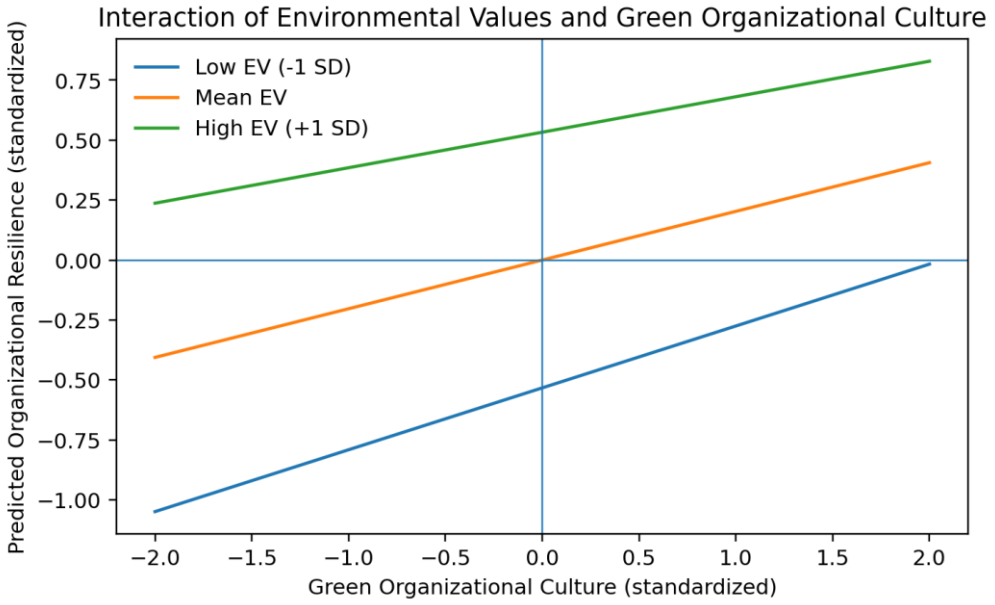
Using the revised two-tailed interpretation, EV has a strong positive association with OR (β = 0.533, t = 9.260, p < 0.001). GHRM is positively associated with GOC (β = 0.196, t = 3.592, p < 0.001), and GTL is the strongest antecedent of GOC (β = 0.677, t = 14.026, p < 0.001). GOC, in turn, is positively associated with OR (β = 0.203, t = 2.970, p = 0.003). These results support the view that sustainability-oriented HR practices and leadership are linked to resilience primarily when they become embedded in a shared green organizational context.

The direct GHRM–OR path is not statistically significant (β = 0.044, t = 0.873, p = 0.383). The GTL–OR path is positive but weak (β = 0.114, t = 1.674) and is not significant under the two-

tailed 5% criterion (p = 0.094), even though it was marginally significant under the original directional one-tailed test. The EV × GOC interaction is negative and statistically significant (β = -0.055, t = 2.278, p = 0.023), contrary to H8's predicted positive moderation. Therefore, H1 and H2 are not supported under the stricter two-tailed criterion, H3–H5 are supported, and H8 is not supported in its hypothesized direction.

Two-tailed sensitivity intervals based on the reported bootstrap standard errors further qualify the structural evidence. The approximate 95% intervals are: EV → OR [0.419, 0.647], GHRM → GOC [0.088, 0.304], GHRM → OR [-0.054, 0.142], GOC → OR [0.070, 0.336], GTL → GOC [0.583, 0.771], GTL → OR [-0.019, 0.247], and EV × GOC → OR [-0.102, -0.008]. These time frames support the finding that the GTL direct effect cannot be inferred two tailedly, but the negative interaction can be determined as statistically different in a negative manner. Since these are normal-approximation intervals that are based on the reported bootstrap SEs, they cannot be understood in terms of percentile-bootstrap confidence intervals.

Figure 3. Model-Implied Interaction between Environmental Values and Green Organizational Culture



Source: Authors, 2026. Plot calculated from the reported standardized coefficients.

Figure 3 represents the implication of the standardized coefficients that depict the conditional GOC slope. At low EV (-1 SD), the model-implied slope of GOC on OR is 0.258; at the mean of EV it is 0.203; and at high EV (+1 SD) it decreases to 0.148. This trend is thus attenuation-related and not reinforcement-related. The given reported summary output, however, lacks the covariance terms needed to give an inferential simple-slope standard errors or a Johnson Neyman region-of-significance analysis. The result of moderation is therefore explained by the high correlation coefficient, and by the pattern of the descriptive slope, but the suggested substitution mechanism is an altogether provisional explanation rather than a proved causal process.

4.5 Mediation Analysis

GOC plays an important role in the mediation of GHRM-OR relationship. The two-tailed indirect effect is positive (β = 0.040, t = 2.304, p = 0.021; approximate 95% interval [0.007, 0.073]) and the direct GHRM-OR effect is non-significant. This trend concurs with an indirect-only mediation effect: GHRM seems to be connected with resilience, as green HR practices become institutionalized by the means of GOC, but not via a direct mechanism. The GTL indirect effect through GOC is also significant (β = 0.138, t = 2.878, p = 0.004; approximate 95% interval [0.044, 0.232]). In the original directional one-tailed test, the direct and indirect positive simultaneous GTL effects are in line with the complementary partial mediation. Within the tighter two-tailed sensitivity test, though, the direct GTL-OR relationship is not significant, and therefore in support of the alternative (indirect) cultural process and the partial-mediation category is criterion-sensitive. H6 and H7 are justified in the context of the existence of statistically significant indirect effects.

Table 10. Indirect Effect

Indirect Effect	Weight	SE	T	P-values
GHRM -> GOC -> OR	0.040	0.017	2.304	0.021
GTL -> GOC -> OR	0.138	0.048	2.878	0.004

Source: Authors,2026.

5. Conclusion and Suggestion

The results indicate that organizational resilience perceived by the employees in the participating organizations involved in the production of textiles in Indonesia is linked to how the input of sustainability-oriented management is translated into common organizational practices. Combined RBV-AMO interpretation implies that green HR practices and leadership cannot be deemed to be equivalent to the resilience-producing resources in isolation. How much employee skills, motivation, and involvement opportunities are institutionalized within a wider organizational setting that fosters coordinated adjustment determines their relevance. The effect of GHRM on OR is not significant, but it has a significant effect on GHRM → GOC → OR. This pattern of indirect only facilitates the interpretation of GOC as an institutional conversion mechanism: the formal green recruitment, training, appraisal, rewards, participation and empowerment are more likely to lead to resilience when they are converted to shared green norms and practices that are repeated. The outcome is then what differentiates the presence of the green HR practices and their institutionalization within organizations.

The GTL is a strong predictor of GOC and there is a strong indirect relationship between GTL and OR via culture. It has a positive albeit low direct coefficient of OR that is not strong according to a traditional two-tailed 5% significance. In this regard, the best data point on the subject of leadership in this study regards its ability to influence the cultural conditions under which employees understand the priorities of sustainability and align the adaptive behaviour. This is more wary than leadership being viewed as a separately built direct force of resilience.

EV is positively correlated with OR the most, but with the EV × GOC interaction being negative and insignificant. The descriptive interaction pattern reveals the positive GOC-OR slope is

weaker with the increase in EV. This could be in line with a substitution explanation that high internalization of personal environmental values may lead to employees being less reliant on cultural cues, but the current cross-sectional data cannot causally determine that process. The empirical inferences then must only be applied to the participating Indonesian textile organizations and not extended to the entire Global South unless it is cross-country, multi-industry, and multi-level validated.

6. Limitations and Future Research

There are a number of limitations in this study which directly qualify the interpretation of the results. To begin with, the single-source, cross-sectional nature of the questionnaire does not allow the development of strong causal hypothesis and opens the chances of common method variance. Second, GOC/OR is an organizationally framed construct that is assessed by the perceptions of the individual employees. Since these current analysis do not test within-firm agreement, intraclass correlation, or multilevel effects, it should not be assumed that the findings are firm-level estimates. Future research ought to use firm identifiers, summarise results by company, and evaluate rwj, ICC(1)/ICC(2), design effects, cluster-robust inference, or multilevel SEM at the point at which the sampling structure demands it.

Third, GHRM and OR reflective first-order specification is just one justifiable operationalization of broad multidimensional areas. Notice of deletion of GHRM1, GHRM9, GHRM12, and GHRM10 is transparent but future studies need to pair reflective, higher-order and composite specification and guarantee that deletion of indicators does not reduce substantive content. The high HTMT values of EVGOC, EVOR and GTLGOC as well suggest that a better separation of measurement is desirable.

Lastly, the model shows good in-sample R^2 values yet fails to give Q^2, PLSpredict or such like out of sample predictive measures and the generated summary output lacks to allow inferential simple-slope or Johnson-Neyman moderation testing. Replication is thus supposed to include predictive assessment, effect-size reporting, source or temporal separation of measurements, and direct simple-slope tests. It needs to be further validated through a larger group of textile companies and other manufacturing industries and in more of the developing economies before universalization can be ever justified.

Declaration of AI and AI-assisted technologies in the writing process

The authors relied on the generative artificial intelligence tools to aid the scientific writing process. In particular, the Quilbot AI and ChatGPT were used to correct grammar, polish the writing style, and enhance the readability of the manuscript. Any interpretation, analysis, and conclusion accepted in this work are altogether the work of the authors.

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