

DRIVING SUSTAINABILITY THROUGH INNOVATION AND ENVIRONMENTAL BEHAVIOR: THE ROLE OF TRANSFORMATIONAL LEADERSHIP

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Abstract

This study investigates the relationship between transformational leadership and sustainable performance through two mediating variables: innovative work behavior and pro-environmental behavior. A total of 210 employees from CV Kalingga Keling Jati were surveyed using a Likert scale (1–5) questionnaire with a quantitative approach. The data were analyzed using SmartPLS. The findings reveal that transformational leadership has a positive and significant effect on pro-environmental behavior, innovative work behavior, and sustainable performance. Furthermore, the effect of transformational leadership on sustainable performance is mediated by both innovative and environmentally friendly work behaviors. This emphasizes the role of transformational leaders in fostering a workplace culture that encourages creativity and environmental responsibility, which in turn enhances business sustainability. Practically, this suggests the need for leadership development programs that emphasize creativity and environmental awareness.

Keywords: Transformational Leadership, Innovative Work Behavior, Pro-Environmental Behavior, Sustainable Performance

INTRODUCTION

Background

In today's increasingly competitive business environment, companies must continuously innovate and adapt to economic, social, and technological changes to remain relevant and competitive. CV Kalingga Keling Jati, a company operating in the wood and furniture industry, faces these challenges as it seeks to improve productivity and environmental responsibility. A key challenge is fostering innovative and environmentally friendly behavior among employees to support the company's sustainability and competitiveness.

Transformational leadership plays a strategic role in encouraging employees to be more innovative and environmentally conscious. Such leaders inspire new ideas, boost creativity in work processes, and contribute to product innovation and operational efficiency (Li et al., 2019). They also instill environmental awareness and commitment in the workplace. Hence,

transformational leadership not only influences innovative and pro-environmental behavior but also improves the company's sustainable performance.

Indonesia's furniture sector faces intense global competition. Indonesian furniture is unique due to its distinctive designs and use of materials such as rattan, bamboo, and teak (Arifin et al., 2022). Employee innovation is a key driver of competitive advantage and business continuity (Wang et al., 2015). To address the challenges arising from increasing global competition, changing consumer demands, and market shifts, organizations must encourage innovative behavior among their employees (Somech & Khalaili, 2014). Employee innovative behavior is widely recognized as a crucial component of organizational performance and plays an important role in ensuring the long-term survival of the company (Janssen et al., 2004). Meanwhile, Jepara Regency, known for its furniture production, contributes significantly to Indonesia's non-oil exports, although the industry heavily impacts natural forests and ecological sustainability.

According to data from the Jepara Regency Central Bureau of Statistics (BPS, Kabupaten Jepara (2023) the furniture sector contributed the highest non-oil and gas export value, totaling \$287.6 million. However, this industry has a significant environmental impact due to the high demand for wood, particularly teak, which has led to the decline of natural forests. This situation threatens ecological sustainability and the future availability of raw materials (Abdullah et al., 2022). The scarcity of teak wood also poses a risk to the development of furniture export products (Apsari et al., 2015).

CV Kalingga Keling Jati, a leading furniture company in Jepara, primarily uses teak wood and exports its products globally. However, the company experienced a 46.91% sales decline from 2022 to 2023, from IDR 104 billion to IDR 55 billion, raising concerns over long-term business viability. Addressing this requires flexibility and strong human capital to sustain performance during financial uncertainties.

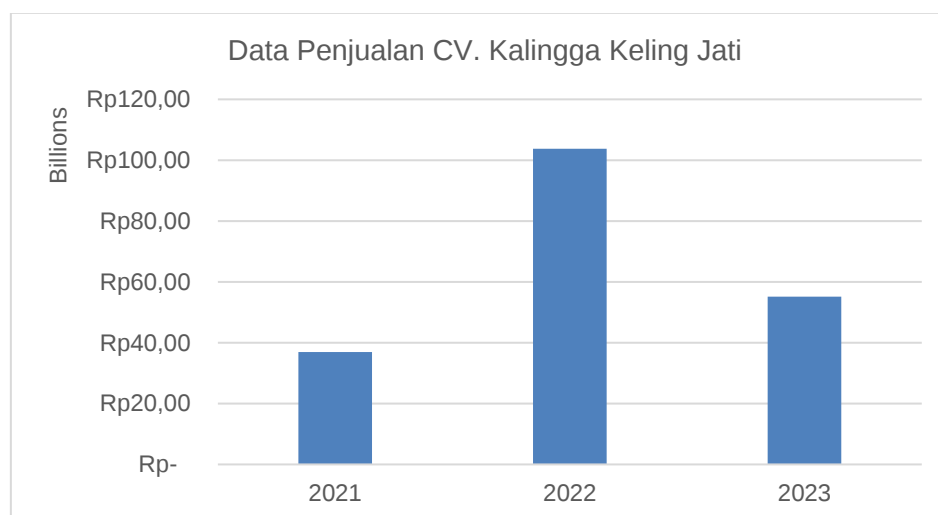


Figure 1. Sales Data of CV. Kalingga Keling Jati

As shown in Figure 1, the sales statistics of CV Kalingga Keling Jati experienced a significant decline of 46.91% from 2022 to 2023, decreasing from IDR 104.00 billion to IDR 55.00 billion. This indicates unstable sales performance, which may affect the company's long-term viability. A flexible approach is

therefore required to maintain business sustainability amid financial uncertainty (Putri et al., 2023). Intellectual capital and high-quality human resources contribute to improving both organizational performance and corporate image. Companies with strong intellectual capital are better equipped to innovate and adapt in response to financial instability, which in turn supports business sustainability (Hutahaeen, 2022).

Given recent developments in the furniture industry, further research is needed to explore how transformational leadership can enhance corporate sustainability through pro-environmental and innovative work practices as mediating factors. Although the positive effects of transformational leadership on sustainable performance have been widely discussed in previous studies, additional research is required to examine its impact more comprehensively and to broaden the scope by including additional mediating variables (Averina et al., 2023).

Given this context, this study explores how transformational leadership can improve sustainable performance through innovative and pro-environmental work behavior as mediators—an area underexplored in previous studies, especially within the furniture sector. This study investigates how transformational leadership influences sustainable performance, and how innovative work behavior and pro-environmental behavior mediate this relationship. It also explores how transformational leadership fosters a workplace that promotes creativity and environmental concern.

LITERATURE REVIEW

Sustainable Performance

Al-Abbadi & Abu Rumman (2023) define sustainable performance as an organization's capacity to achieve its objectives and create added value for stakeholders while taking into account its long-term social, environmental, and economic responsibilities. According to Yuzliza et al. (2019), sustainable performance refers to a company's ability to grow over the long term while considering social, environmental, and economic factors. This involves integrating social responsibility, environmental preservation, and financial profitability into corporate management and business operations. The most widely recognized perspective on sustainable performance comes from Elkington (1998), who introduced the concept of the triple bottom line, which includes economic, social, and environmental dimensions. Environmental performance focuses on protecting the environment and avoiding resource exploitation, while economic performance relates primarily to financial outcomes. Social performance, on the other hand, concerns the well-being of stakeholders, including customers and employees.

Transformational Leadership

Transformational leaders adopt the organization's vision as if it were their own, and they reshape the mindset of their followers. This transformation inspires employees to set aside personal interests and work collectively toward shared goals (Bass & Riggio, 2005). According to Seltzer & Bass (1990), transformational leadership consists of four dimensions: (1) Intellectual

Stimulation, (2) Inspirational Motivation, (3) Individualized Consideration, and (4) Idealized Influence.

Transformational leadership has a significant impact on sustainable performance (Fhadhilah & Setyaningrum, 2023) a finding that is also supported by Averina et al. (Averina et al., 2023) and (Purwaningsih et al., 2023). In addition to its influence on sustainable performance, transformational leadership has been found to positively affect innovative work behavior (Asfar & Umrani, 2020). A study by Pratiwi & Sulaiman (2024) also found that transformational leadership positively influences pro-environmental behavior. This aligns with the findings of (Saleem et al., 2019) which confirm a direct positive relationship between transformational leadership and pro-environmental behavior. According to Li et al. (2019), transformational leadership can enhance employees' innovative behavior through mechanisms such as trust in leadership and empowerment. This leads to innovative solutions for organizational challenges and contributes to long-term sustainability. Furthermore, Robertson & Barling (2017) suggest that environmentally oriented transformational leadership can promote pro-environmental behavior in the workplace, which also enhances the sustainability of the organization.

H1a: Transformational leadership has an effect on sustainable performance.

H1b: Transformational leadership influences innovative work behavior.

H1c: Transformational leadership has a positive effect on pro-environmental behavior.

H1d: Transformational leadership affects sustainable performance through the mediation of innovative work behavior.

H1e: Transformational leadership affects sustainable performance through the mediation of pro-environmental behavior.

Innovative Work Behavior

Innovative work behavior refers to employee actions that promote the introduction and implementation of new ideas, products, and procedures that benefit the team or organization (Janssen, 2000). According to Jong & Kemp (2003), innovative behavior is defined as employee behavior that benefits the business by generating ideas that advance the organization and influence its long-term survival. De Jong & Den Hartog, (2010), identify four key dimensions of innovative work behavior: idea exploration, idea generation, idea promotion, and idea implementation.

Innovative work behavior is considered one of the essential elements for improving organizational performance (Kor, 2016). According to Shanker et al. (2017), innovation is often a crucial indicator of how to enhance organizational performance to achieve sustainability by leveraging current and future technologies in a constantly evolving business environment. Research by (Minanda & Nawangsari, 2024); (Ausat et al., 2022); (Ningrum et al., n.d.) found that innovative work behavior has a positive and significant impact on sustainable performance.

H2: Innovative work behavior influences sustainable performance.

Pro-Environmental Behavior

Human behavior that reflects an understanding of and commitment to environmental protection is known as pro-environmental behavior (Liu et al., 2023). This includes actions taken by individuals or organizations to minimize negative environmental impacts, such as participating in conservation efforts, managing waste effectively, and using energy more efficiently (Khan et al., 2021). According to (Blessing-Olson et al., 2013) there are two key indicators of pro-environmental behavior (PEB), proactive pro-environmental behavior, which includes actively engaging in environmental protection efforts at work, initiating environmentally friendly actions, and going beyond expectations to support the workplace environment. Then task-related pro-environmental behavior, which involves completing tasks in environmentally responsible ways, performing duties with environmental consideration, and fulfilling job expectations using eco-friendly practices.

PEB has been found to have a significant positive effect on sustainable business performance (Liu et al., 2023) and (Asfar et al., 2019). This finding is also supported by (Elshaer et al., 2023), who found that employees' pro-environmental behavior significantly enhances the impact of green management on economic, environmental, and social performance—all of which are key indicators of sustainable performance.

H3: Pro-environmental behavior influences sustainable performance.

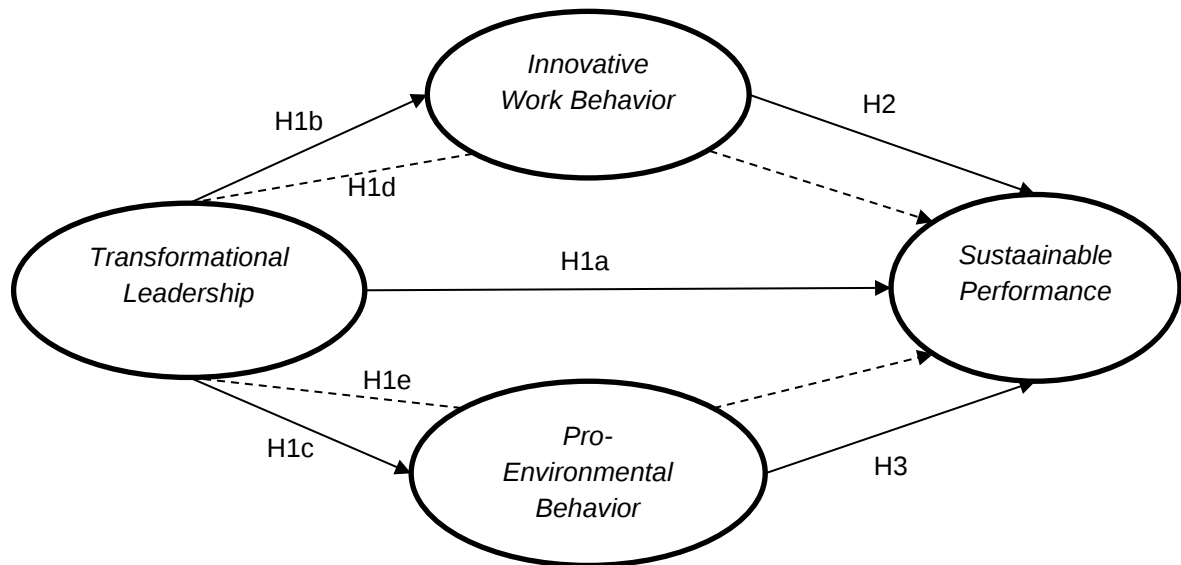


Figure 2. Conceptual Framework

RESEARCH METHOD

This study employed a quantitative method using a Likert scale questionnaire (1–5) to collect data. Validity and reliability tests were conducted to ensure the accuracy of the collected data. The population consisted of 334 employees of CV Kalingga Keling Jati, and a sample of 210 respondents was determined using Slovin's formula with a 5% margin of error. A random sampling technique was applied to ensure that each individual in the population had an

equal chance of being selected. Data analysis was performed using Smart Partial Least Squares (Smart PLS), which allows for testing the relationships between variables using a structural modeling approach.

RESULTS

Demographics Respondents

The demographic profile of respondents based on gender, age, and length of employment at CV Kalingga Keling Jati in this study is presented in Table 1 below:

Table 1. Demographic Respondents

Characteristics	Frequency	Percent
Gender		
Male	155	73,8%
Female	55	26,2%
Age		
< 18 years	0	0%
18-30 years	99	47,1%
31-50 years	92	43,8%
> 50 years	19	9%
Length of Employment		
< 1 years	11	5,2%
1-5 years	127	60,5%
> 5 years	72	34,3%

Source: Processed Primary Data, 2025

Validity and Reliability Testing

To assess data quality, this study employed validity and reliability tests. These are essential steps in the research process to ensure that the measurement instruments used produce accurate, reliable, and consistent data in alignment with the research objectives..

Table 2. Convergent Validity and Reliability Analysis

Variables	Indicators	Outer Loading	AVE	Result	Cronbach's alpha	Composite reliability (rho_c)
IWB	IWB 1	0,937	0,869	Valid	0,950	0,964
	IWB 2	0,920		Valid		
	IWB 3	0,930		Valid		
	IWB 4	0,942		Valid		
PEB	PEB 1	0,952	0,902	Valid	0,891	0,948
	PEB 2	0,947		Valid		
TL	TL 1	0,924	0,847	Valid	0,929	0,955
	TL 2	0,933		Valid		
	TL 3	0,920		Valid		
	TL 4	0,903		Valid		

SP	SP 1	0,949	0,876	Valid	0,940	0,957
	SP 2	0,934		Valid		
	SP 3	0,924		Valid		

Source: Processed Primary Data, 2025

Based on the data in Table 2, the outer loading values for each item are greater than 0.7. This indicates that all items within the observed variables meet the criteria for convergent validity, meaning that each indicator accurately represents the construct being assessed. The table clearly shows that each item for every research variable effectively measures its intended construct.

As shown in Table 3, the data used in this study can be considered reliable. According to Ghozali & Latan (2015), the minimum threshold for reliability is 0.70. All variables in Table 3 have both composite reliability and Cronbach's alpha values above 0.7, confirming the overall validity of the research methodology and the reliability of the measurement items used in this study.

Structural Model Test

This model illustrates how transformational leadership (TL) influences innovative work behavior (IWB), pro-environmental behavior (PEB), and sustainable performance (SP). Specific indicators are used to measure these correlations, and the numerical values reflect the relevance and strength of the relationships.

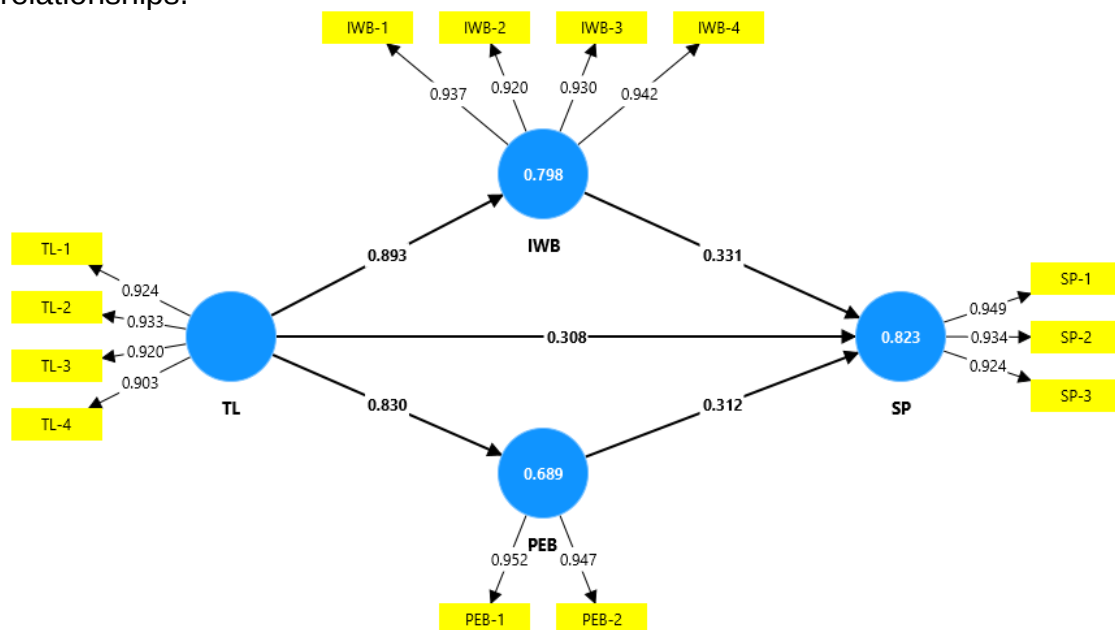


Figure 1. Structural Model Test

Hypothesis Testing

This study includes two types of hypothesis testing: direct effect testing, which measures the direct influence of the independent variable on the dependent variable, and mediation effect testing, which evaluates the role of mediating variables in the relationship.

Table 4. Direct Effect Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values
TL -> SP	0,308	0,310	0,086	3,583	0,000
TL -> IWB	0,893	0,891	0,025	35,325	0,000
TL -> PEB	0,830	0,826	0,041	20,225	0,000
IWB -> SP	0,331	0,323	0,110	3,017	0,003
PEB -> SP	0,312	0,317	0,094	3,306	0,001

Source: Processed Primary Data, 2025

Table 4 shows that transformational leadership has a positive and significant effect on sustainable performance ($\beta = 0.308$, $t = 3.583$, $p < 0.05$), thus H1a is accepted. Transformational leadership also has a positive and significant effect on innovative work behavior ($\beta = 0.893$, $t = 35.325$, $p < 0.05$), so H1b is accepted. Furthermore, transformational leadership significantly and positively influences pro-environmental behavior ($\beta = 0.830$, $t = 20.225$, $p < 0.05$), supporting H1c. Innovative work behavior has a positive and significant effect on sustainable performance ($\beta = 0.331$, $t = 3.017$, $p < 0.05$), confirming H2. Lastly, pro-environmental behavior also positively and significantly influences sustainable performance ($\beta = 0.312$, $t = 3.306$, $p < 0.05$), therefore H3 is accepted.

Table 5. Mediation Effect Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TL -> IWB -> SP	0,296	0,287	0,098	3,029	0,002
TL -> PEB -> SP	0,259	0,262	0,080	3,230	0,001

Source: Processed Primary Data, 2025

Table 5 presents the results of the indirect effect or mediation analysis. The mediating role of innovative work behavior in the relationship between transformational leadership and sustainable performance is found to be positive and significant ($\beta = 0.296$, $t = 3.029$, $p < 0.05$), thus H1d is accepted. Likewise, the mediating role of pro-environmental behavior in the relationship between transformational leadership and sustainable performance is also positive and significant ($\beta = 0.259$, $t = 3.230$, $p < 0.05$), confirming H1e.

DISCUSSION

The Influence of Transformational Leadership on Sustainable Performance

Based on the research findings, it can be concluded that transformational leadership has a positive effect on sustainable performance. This indicates that leaders with a transformational style are capable of encouraging employees to be more committed to the organization's sustainability goals. Leaders who possess a clear vision and are able to inspire their employees tend to create a more innovative and sustainability-oriented work environment. By providing strong direction and empowering their teams, these leaders can shape an organizational culture that supports sustainability initiatives—both in terms of innovation and operational efficiency. These findings are consistent with previous studies, which suggest that transformational leadership motivates organizations to adopt more successful sustainability strategies (Averina et al., 2023).

The Influence of Transformational Leadership on Innovative Work Behavior

Transformational leadership has a positive effect on employees' creative work behavior. From a causal perspective, transformational leaders are capable of creating a work environment that supports innovation by providing inspiration, motivation, and trust, encouraging employees to think beyond conventional boundaries. Transformational leadership fosters creative work behavior among staff members. Employees are often motivated by such leaders to think creatively, solve problems independently, and explore new ideas. As a result, this leadership style not only motivates employees to perform their daily tasks but also encourages them to engage in innovative projects that are vital to the organization's capacity to respond to ongoing challenges. This finding is consistent with the study by Asfar & Umrani (2020), which states that transformational leadership positively influences employees' innovative behavior.

The Influence of Transformational Leadership on Pro-Environmental Behavior

The results of this study show that transformational leadership has a positive influence on employees' pro-environmental behavior. Transformational leadership has a significant impact in promoting environmentally responsible actions in the workplace. Leaders who demonstrate a strong commitment to environmental sustainability can motivate employees to adopt eco-friendly behaviors, such as reducing waste, using resources efficiently, and supporting sustainability initiatives. By providing a clear vision and embedding sustainability values into the organizational culture, transformational leaders play a key role in encouraging individuals to develop more environmentally responsible habits. This relationship underscores the importance of leadership in shaping a positive organizational culture. These findings are consistent with prior studies indicating that transformational leadership positively affects pro-environmental behavior (Pratiwi & Sulaiman, 2024).

The Influence of Transformational Leadership on Sustainable Performance through the Mediation of Innovative Work Behavior

The findings indicate that innovative work behavior serves as a mediating factor in the relationship between transformational leadership and corporate

sustainability. Transformational leadership encourages employees to engage in innovative behaviors, which in turn enhances their contributions to sustainable performance. The implications of this finding are significant for organizations. Businesses aiming to achieve sustainability must recognize that innovation is not only about creating new products or services, but also involves improving processes, optimizing resource efficiency, and adapting to market changes. With transformational leaders who foster innovation, organizations can respond more effectively to external challenges, enhance competitiveness, and build long-term competitive advantages. Furthermore, a strong culture of innovation can increase employee engagement and satisfaction, as employees feel empowered to contribute to the organization's growth. Thus, innovation is a critical element that must be considered by companies striving to enhance sustainability. This study supports the findings of Li et al. (2019), who concluded that transformational leadership promotes creative behavior, which in turn positively impacts business sustainability.

The Influence of Transformational Leadership on Sustainable Performance through the Mediation of Pro-Environmental Behavior

The findings reveal that pro-environmental behavior acts as a mediating variable in the relationship between transformational leadership and sustainable performance. Leaders who value environmental principles not only motivate employees to engage in environmentally responsible behavior but also enhance the overall performance of the organization. Organizations that foster a pro-environmental culture contribute not only to ecosystem sustainability but also to their own reputation and competitiveness in the market. Consumers and stakeholders are increasingly concerned with how companies operate in terms of environmental responsibility. As a result, businesses that adopt green practices are more likely to attract customers, business partners, and investors. Furthermore, pro-environmental behavior within the organization can improve operational efficiency, reduce costs associated with resource consumption, and create a healthier and more productive work environment for employees. This highlights the critical role of individual environmental responsibility in achieving sustainability goals. These findings are consistent with the study conducted by Robertson & Barling (2017), which found that transformational leadership plays an important role in encouraging pro-environmental behavior among employees, ultimately contributing to improved overall organizational performance.

The Influence of Innovative Work Behavior on Sustainable Performance

The results of this study indicate that innovative work behavior has a positive effect on sustainable performance. From a causal perspective, employees who demonstrate innovative behavior tend to be more proactive in identifying new solutions, improving operational efficiency, and adopting more sustainable work strategies. Innovation in business processes enables companies to be more adaptable in responding to environmental and market challenges, thereby strengthening their long-term competitiveness. Moreover, by encouraging the exploration of new ideas and the implementation of environmentally friendly technologies, organizations can develop more efficient and socially as well as environmentally responsible business models. These

findings support the study by Ausat et al. (2022), which confirmed that innovative work behavior has a beneficial impact on sustainable performance. This reinforces the notion that companies aiming for long-term sustainability must adopt an integrated approach that supports all aspects of innovation—from idea generation to implementation.

The Influence of Pro-Environmental Behavior on Sustainable Performance

The findings of this study indicate that employees' pro-environmental behavior has a positive effect on sustainable performance. Such behavior enhances the organization's sustainability reputation and resource efficiency. When environmental awareness is integrated into daily work activities, companies can reduce operational costs and improve compliance with environmental regulations, ultimately strengthening overall performance. Organizations that promote a pro-environmental work culture benefit not only from resource efficiency but also from an enhanced corporate image and reputation in the eyes of stakeholders, including customers, investors, and business partners. These results are consistent with the study conducted by Elshaer et al. (2023), which found that employees' pro-environmental behavior contributes to improvements in a company's social, environmental, and economic performance.

CONCLUSION AND RECOMMENDATIONS

Business sustainability does not rely solely on operational strategies, but also on innovative work behavior (IWB), which plays a central role in achieving sustainability goals. This factor is further strengthened by transformational leadership, which fosters creativity, environmental awareness, and a spirit of innovation at all levels of the organization. In this context, companies must commit to building a work culture that supports innovation through strategic initiatives such as encouraging idea exploration, developing creative solutions, promoting innovative thinking, and effectively implementing ideas. Sustainability principles such as energy efficiency, proper waste management, and the use of environmentally friendly materials should be integrated across all areas of business operations to enhance the company's positive environmental impact. Furthermore, it is recommended that companies allocate resources to sustainable technologies that support operational efficiency and product innovation. These technologies not only improve organizational performance but also strengthen the company's competitive position in a market increasingly concerned with sustainability. Through this holistic approach, organizations can optimize innovation to achieve broader sustainability goals while establishing a strong reputation as a socially and environmentally responsible enterprise.

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