

The Effect Of Green *Leadership* And Work Culture On Employee Performance In The Environmental Service Of Katingan Regency

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ABSTRACT

This study aims to analyze the influence of Green Leadership and Work Culture on Employee Performance at the Katingan Regency Environmental Service, partially and simultaneously. Using a descriptive quantitative approach with a total sampling of 77 ASN and PPPK employees, data were collected via a Likert 1-5 questionnaire and analyzed with PLS-SEM (SmartPLS 4.1). The results show that Green Leadership (coefficient 0.269; $p = 0.014$) and Work Culture (coefficient 0.676; $p = 0.000$) have a significant positive effect on Employee Performance, with Work Culture being the most dominant. Simultaneously, both variables explain 85.2% of the variation in Employee Performance ($R^2 = 0.852$). The study recommends strengthening work culture and environmentally oriented leadership to improve employee performance.

INTORDUCTION

Environmental issues have become an increasingly pressing global concern amid the growing threats of climate change, ecosystem destruction, and natural resource degradation. Various countries, including Indonesia, are increasingly recognizing the importance of sustainable environmental management as an integral part of national development. In this context, government organizations engaged in the environmental sector are required to not only perform administrative functions but also to become pioneers in implementing sustainability principles *across* all aspects of their operations.

Environmental issues are becoming increasingly complex global challenges as the pressures of human activity increase. Population growth, industrialization, urbanization, and

unsustainable consumption of natural resources have triggered various environmental degradations, such as climate change, air and water pollution, soil degradation, biodiversity loss, and increased hydrometeorological disasters. These conditions not only threaten ecosystem sustainability but also directly impact human health, food security, the economy, and community well-being (Badan Pusat Statistik, 2026).

Green leadership is a leadership style that emphasizes the application of sustainability and environmental preservation principles in the decision-making process and organizational management (Rajagukguk et al., 2025). Green leadership *is* a leadership concept that integrates environmental values into the vision, strategy, and behavior of a leader in an organization. This concept emphasizes the leader's ability to encourage organizational members to commit to environmentally friendly practices, both in carrying out daily tasks and in strategic decision-making.

According to Chen *et al.* (2013) in , green (Kusumayadi & Jaenab, 2025) *transformational* leadership behavior is that which motivates followers to achieve environmental goals and encourages them to take actions that exceed the expected targets of environmental performance.

Green leadership motivates employees through a sustainable vision and management support, while a strong work culture creates an environment that supports efficiency, innovation, and active engagement. The integration of the two encourages pro-environmental behavior and increases overall productivity by aligning employees' personal values with the organization's strategic goals (Quan et al., 2022).

A strong organizational culture encourages its members to act and behave in accordance with the organization's expectations. In both planned and unplanned organizational change, the most important aspect is individual change. This individual change is not easy but must go through a process (Anggriani, 2022). By complying with existing rules and policies within the organization, it is hoped that employee performance and productivity will be optimized to achieve goals. The organizational culture within each organization emerges from the life journeys of its founders or members. They play a role in decision-making and determine the direction of the organization's strategy. This is what makes the culture within one organization different from the culture in another.

This opinion is reinforced by Robbins' statement in (Hartati, 2020), which defines organizational culture *as* a system of shared meaning held by members that distinguishes the organization from other organizations. The workplace is often a place of intense social interaction. This closeness can build positive aspects within the team, but also has the potential to give rise to *negative gossip* when conflict arises. Negative *workplace gossip* refers to the spread of negative information about others in the workplace. High *power distance* can also encourage speculation among employees about the policies or behavior of their superiors. With some of the *negative impacts of gossip* and poor leadership, it can create a non-conductive work environment, disrupt focus at work, can reduce work morale, damage trust between employees, hinder teamwork, and continuous incompatibility between individuals can create a work

environment full of tension, especially for someone who is the subject of gossip. (Unairnews, 2025).

The Vision and Mission of the Katingan Regency Environmental Agency are: Vision "Realizing Katingan Conservation for Borneo" and DLH Mission "Kasongan Green City". In this context, human resource (HR) management is a crucial element that determines the successful implementation of sustainability strategies. HR management that is adaptive to sustainability emphasizes the importance of developing green competencies, building environmental awareness, and involving employees in green innovation. Strategies such as green skills-based training, incentives for pro-environmental behavior, and recruitment based on sustainability values are effective instruments in forming an organizational culture that supports sustainable innovation. Sustainable innovation *in green economy-based industries* not only aims to increase competitiveness, but also as a *response* to external pressures such as environmental regulations, consumer expectations, and corporate social responsibility (Rajagukguk et al., 2025).

In this regard, changes to central government regulations direct budget efficiency to optimize flagship programs. According to Firdaus (DPRD Katingan, 2025), budget efficiency is a direct mandate from the President of the Republic of Indonesia that must be translated into every government activity, including by technical regional agencies such as the Environment Agency (DLH). We can no longer operate with the same old, wasteful budget patterns; we must be more effective and targeted.

Based on (Information and Documentation Management Officer (PPID) Kabupaten Katingan, 2022), regarding the 2022 performance report, the results of the performance accountability show that the average value of strategic performance target achievement falls into the "not good" category with financial achievement realization of 17.43% and physical realization of 27.52%, but on the other hand we can see that there is still development planning and implementation that has not touched the interests of the community due to limited funding capabilities, as well as limitations during the preparation of plans that do not pay attention to the Renstra, resulting in limited recruitment of human resources. In addition, there are several obstacles that cause a decline in performance, namely: the limited number of functional environmental supervisory officers at the Katingan Regency Environmental Service. Limited budget for direct supervision activities.

Employee performance is the level of individual achievement in carrying out their duties and responsibilities in accordance with the standards and objectives set by the organization. Unclear work instructions make it difficult for employees to understand the targets to be achieved. Furthermore, limitations in providing constructive feedback prevent employees from accurately evaluating their performance (Sumantri et al., 2026). This performance encompasses quantity, quality, time efficiency, and initiative (Widjanarko et al., 2025). A strong organizational culture encourages its members to act and behave in accordance with organizational expectations. Another phenomenon found is the lack of training or coaching that supports personal and career competency development. Employees only attend routine

technical training but do not receive coaching relevant to increasing positions or responsibilities. This creates an imbalance between potential and actualization, as well as reduced work motivation for employees who are not actively involved in the promotion system (Prakoso & Peridawaty, 2025). By complying with the rules and policies within the organization, it is hoped that employee performance and productivity can be optimized to achieve goals.

The study (Yulanda, 2026) showed that *Green Leadership*, *Green Human Resource Management*, and *Green Organizational Culture*, both partially and simultaneously, had a positive and significant effect on *Green Performance*. Furthermore, the study (Ndiha et al., 2024), states that leadership style (X1) has a positive effect on employee job satisfaction (Y) and organizational culture (X2) has a significant effect on job satisfaction. Meanwhile (Jonatan & Masman, 2025), research shows that that leadership, organizational culture, and work environment do not have a significant influence on employee job satisfaction or performance.

The novelty of this research lies in the integration of the concept of green leadership *and* work culture as variables that influence employee performance in government agencies in the environmental sector, which distinguishes it from previous studies that generally examine these variables separately in the private sector. The problem underlying this research is the low performance achievement of the Katingan Regency Environmental Service which is categorized as "not good" with financial realization of only 17.43% and physical realization of 27.52%, which indicates that leadership and work culture in the organization are not yet optimal.

Therefore, this study aims to analyze the influence of green leadership and work culture on employee performance, with the hope that the results can be used as evaluation material and recommendations for agency leaders in strengthening sustainability-based leadership and building a conducive work culture to improve employee performance in supporting better environmental management.

RESEARCH METHODS

This study uses a quantitative approach with a descriptive research type to examine the effect of Green Leadership (X1) and Work Culture (X2) on Employee Performance (Y) at the Katingan Regency Environmental Service. The study was conducted from May to August 2026 with a population of 77 employees (ASN and PPPK). The entire population was sampled using a total sampling technique (census), resulting in a total sample of 77 respondents.

Primary data was obtained through a closed-ended questionnaire with a Likert scale of 1-5, while secondary data was obtained from books, journals, and previous research. The Green Leadership variable was measured using the indicators *visionary*, *inspirational*, *intellectually stimulating*, and *individually considerate*. (Ayunasrah, 2025). The Work Culture variable is measured using indicators of openness and involvement, support for innovation, fairness, employee welfare, recognition, internal service quality, and understanding of the organization's mission (Ginting, 2024). The Employee Performance variable is measured using indicators of

quality, quantity, timeliness, cost-effectiveness, need for supervision, and relationships with colleagues (Ginting, 2024).

Data analysis was conducted descriptively and using *Partial Least Square - Structural Equation Modeling* (PLS-SEM) with the help of SmartPLS 4.1. Evaluation of the outer model includes convergent validity tests (outer loading and AVE), discriminant validity (cross loading), and reliability (Cronbach's Alpha and Composite Reliability). Evaluation of the inner model includes the coefficient of determination (R^2), effect size (f^2), and hypothesis testing through bootstrapping, with the hypothesis accepted if the t-statistics > 1.65 and p-value < 0.05 (Evi & Rachbini, 2023).

RESULTS AND DISCUSSION

Table 1. Respondent Characteristics

Criteria / Categories	Information	Amount	Percentage
Work Unit/Field	Field of pollution and environmental damage control	28	36.4%
	Environmental law enforcement sector	20	26.0%
	Waste and B3 waste management sector	18	23.4%
	Environmental management sector	11	14.3%
	Total	77	100%
Gender	Man	43	55.8%
	Woman	34	44.2%
	Total	77	100%
Age	18-27 Years	21	27.3%
	28-37 Years	23	29.9%
	38-47 Years	22	28.6%
	48-57 Years	8	10.4%
	58-60 Years	3	3.9%
	Total	77	100%
Employee Status	civil servant	27	35.1%
	PPKK	22	28.6%
	Part-time PPPK	21	27.3%
	Honorary	7	9.1%
	Total	77	100%
Length of work	1-3 Years	25	32.5%
	4-6 Years	31	40.3%
	7-10 Years	15	19.5%
	Others (>10 years / Honorary)	6	7.8%
	Total	77	100%
Estimated Retirement Year	2026-2031	28	36,4 %
	2032-2037	28	36,3 %
	2038-2034*	18	23.4 %

Criteria / Categories	Information	Amount	Percentage
	> Year 2034	3	3.9 %
	Total	77	100%
Last Level of Education	Bachelor degree)	35	45.5%
	DIPLOMA	20	26.0%
	Postgraduate (S2/S3)	12	15.6%
	High School	10	13.0%
	Total	77	100%

Of the 77 respondents, the majority came from the Pollution and Environmental Damage Control Sector (36.4%), were predominantly male (55.8%), and were in the productive age range of 28-47 years (58.5%).

In terms of personnel, civil servants (PNS) still account for the largest proportion (35.1%), but non-PNS (PPKK, part-time PPPK, and honorary) accounts for a combined 64.9%, exceeding the PNS percentage. The majority of respondents (72.8%) had 1-6 years of service, indicating a relatively young employee base in terms of work experience.

In terms of regeneration, 35.9% of respondents are expected to retire in the 2026-2031 period, so this needs to be taken into consideration in future HR planning, especially in the Pollution and Environmental Damage Control Sector which has the largest number of employees.

In terms of education, the majority of respondents were Bachelor's (S1) graduates at 45.5%, and cumulatively 61.1% of respondents had a Diploma or above, indicating a level of academic competence of employees that was sufficient to support technical tasks in the environmental sector.

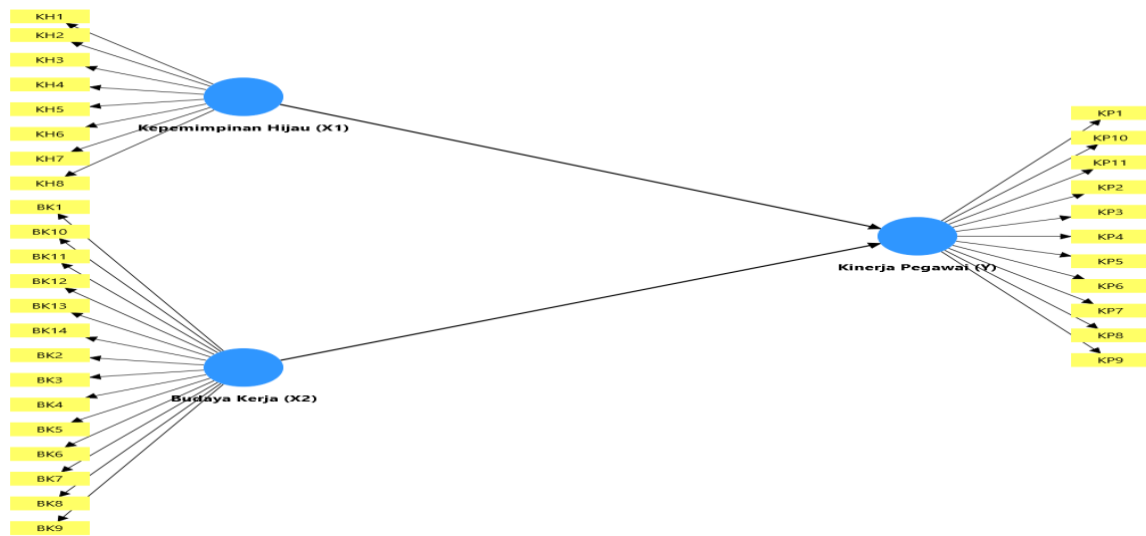
Table 2. Analysis Results Descriptive

Variables	Number of Items	Mean	Category
Green Leadership (X1)	8	4,379	Very high
Work Culture (X2)	14	4,422	Very high
Employee Performance (Y)	11	4,414	Very high

Based on the results of descriptive analysis, the three research variables, namely Green Leadership (*mean* = 4.379), Work Culture (*mean* = 4.422), and Employee Performance (*mean* = 4.414) are in the "Very High" category. The *mean value* of Work Culture was recorded as the highest among the three variables, followed by Employee Performance, then Green Leadership. In general, all standard deviation values between items are relatively small (ranging from 0.449 to 0.570), which indicates a fairly high level of uniformity in respondents' answers and a relatively low data distribution.

This condition indicates that respondents consistently assess the implementation of green leadership as good, the work culture in the agency is conducive, and employee performance is at a high level.

The results of the conceptual framework using smart pls are as follows:



Gambar 2. Kerangka Konseptual

Convergent Validity Test

Convergent validity is assessed based on the outer loading and Average Variance Extracted (AVE) values. An indicator is declared valid if the outer loading value is ≥ 0.70 , while a construct is declared valid if the AVE value is ≥ 0.50 .

Table 3. Outer Loading Values

Indicator	Outer Loading	Information
KH1	0.787	Valid
KH3	0.816	Valid
KH5	0.877	Valid
KH6	0.714	Valid
KH7	0.850	Valid
KH8	0.722	Valid
BK1	0.815	Valid
BK2	0.767	Valid
BK3	0.835	Valid
BK4	0.769	Valid
BK5	0.816	Valid
BK6	0.810	Valid
BK7	0.820	Valid

Indicator	Outer Loading	Information
BK8	0.740	Valid
BK9	0.813	Valid
BK10	0.790	Valid
BK11	0.741	Valid
BK12	0.789	Valid
BK13	0.803	Valid
BK14	0.785	Valid
KP1	0.831	Valid
KP2	0.777	Valid
KP3	0.867	Valid
KP4	0.827	Valid
KP5	0.840	Valid
KP6	0.834	Valid
KP7	0.824	Valid
KP8	0.791	Valid
KP9	0.803	Valid
KP10	0.844	Valid
KP11	0.838	Valid

The table above shows that all indicators have outer loading values above 0.70, with the lowest value being found in indicator KH6 at 0.714. Thus, all indicators are declared valid.

Table 4 . Average Variance Extracted (AVE) Value

Construct	AVE	Information
Green Leadership (X1)	0.635	Valid
Work Culture (X2)	0.629	Valid
Employee Performance (Y)	0.681	Valid

The table above shows that the AVE values for all three constructs are above 0.50, meaning each construct can explain more than 50% of the variance in its indicator. Thus, convergent validity for this research model is met.

Discriminant Validity Test

Discriminant validity is tested using a cross-loading approach, which compares the loading value of each indicator on its own construct with the loading value on other constructs. An indicator is considered discriminantly valid if the loading value on its original construct is higher than on other constructs.

The test results show that all indicators in the Green Leadership (X1), Work Culture (X2), and Employee Performance (Y) constructs have the highest loading values on their own constructs compared to other constructs. For example, the BK1 indicator has a loading of 0.815 on the Work Culture construct, higher than its loading on the Green Leadership (0.717) and Employee Performance (0.700) constructs. The same pattern consistently occurs in all other indicators, so that the discriminant validity of this research model is met.

Reliability Test

Reliability is measured through Cronbach's Alpha and Composite Reliability values, with a minimum required value of 0.70.

Table 5. Construct Reliability Values

Construct	Cronbach's Alpha	Composite Reliability	Information
Green Leadership (X1)	0.883	0.912	Reliable
Work Culture (X2)	0.955	0.959	Reliable
Employee Performance (Y)	0.953	0.959	Reliable

The table above shows that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, ranging from 0.883 to 0.959. This indicates that the research instrument has high internal consistency and is considered reliable.

Based on the results of the outer loading, AVE, cross loading, Cronbach's Alpha, and Composite Reliability tests, all indicators and constructs in this research model were declared valid and reliable, so they are suitable for use in testing the structural model (inner model) in the next analysis stage.

After the measurement model (outer model) is declared valid and reliable, the next stage is testing the structural model (inner model). This test aims to determine the relationship between the latent constructs hypothesized in this study, namely the influence of Green Leadership (X1) and Work Culture (X2) on Employee Performance (Y). The evaluation of the inner model is carried out in three stages: the coefficient of determination (R^2), effect size (f^2), and hypothesis testing through a bootstrapping procedure.

Coefficient of Determination (R^2)

The R^2 value is used to determine how much of the variance in the Employee Performance construct (Y) can be explained by the Green Leadership construct (X1) and Work Culture (X2). The results of the R^2 test are presented below .

Table 6. R-Square Value

Endogenous Construct	R-Square	R-Square Adjusted	Category
Employee Performance (Y)	0.852	0.848	Strong

Based on the table above, the R-Square value is 0.852 and the Adjusted R-Square is 0.848. Referring to Rahadi's (2023) criteria, an R^2 value ≥ 0.75 is categorized as strong. Thus, the Green Leadership and Work Culture variables together are able to explain 85.2% of the variation that occurs in Employee Performance, while the remaining 14.8% is explained by other variables outside this research model. These values indicate that the constructed structural model has strong predictive ability.

Effect Size (f^2)

f^2 value is used to determine how much each exogenous construct contributes individually to the endogenous construct. The results of the f^2 test are presented in the following table.

Table 7. f-Square Value

Inter-Construct Influence	f-Square	Category
Work Culture (X2) -> Employee Performance (Y)	0.638	Big
Green Leadership (X1) -> Employee Performance (Y)	0.101	Small

The table above shows that Work Culture (X2) has an f^2 value of 0.638 on Employee Performance, which is included in the large influence category ($f^2 \geq 0.35$). Meanwhile, Green Leadership (X1) has an f^2 value of 0.101 on Employee Performance, which is included in the small influence category ($f^2 \geq 0.02$). These results indicate that in this research model, Work Culture provides a much greater contribution than Green Leadership in explaining variations in Employee Performance, even though both constructs contribute equally to increasing R^2 .

Hypothesis Testing

Hypothesis testing was conducted through a bootstrapping procedure to obtain path coefficients (original sample), t-statistics, and p-values. A hypothesis is accepted if the t-statistics value is > 1.65 and the p-value is < 0.05 , with the direction of the relationship indicated by the original sample value (positive or negative). The results of the hypothesis testing are presented below .

Table 8. Hypothesis Test Results (Path Coefficient)

Hypothesis	Inter-Construct Influence	Original Sample (O)	T Statistics	P Values	Information
H1	Green Leadership (X1) -> Employee Performance (Y)	0.269	2,205	0.014	Positive, Significant
H2	Work Culture (X2) -> Employee Performance (Y)	0.676	5,399	0.000	Positive, Significant

Based on the table above, both direct influence paths show positive original sample values and t-statistics values above 1.65 and p-values below 0.05, so that both direct influence hypotheses (H1 and H2) are declared accepted. In addition, the R^2 value of 0.852 which far exceeds the strong threshold (0.75) indicates that Green Leadership and Work Culture simultaneously (together) also have a significant effect on Employee Performance, so that H3 is also declared accepted.

DISCUSSION

Hypothesis 1 (H1): The Influence of Green Leadership *on* Employee Performance at the Katingan Regency Environmental Service.

The test results show that Green Leadership (X1) has a positive and significant effect on Employee Performance (Y), with a path coefficient value of 0.269, t-statistics of 2.205 (> 1.65), and p-value of 0.014 (< 0.05). Thus, the first hypothesis (H1) which assumes that Green Leadership has a positive and significant effect on Employee Performance at the Katingan Regency Environmental Service in Kasongan is declared accepted.

A positive path coefficient indicates that the better the implementation of a green leadership style by leaders, such as providing direction, support, and exemplary behavior and policies oriented towards environmental sustainability, the better the resulting employee performance. However, based on the results of the previous f^2 test, the contribution of Green Leadership is relatively small compared to Work Culture. This indicates that green leadership still plays an important role as a performance driver, but its influence is more complementary and strengthens other factors such as the work culture that has been implemented in the agency environment.

Hypothesis 2 (H2): The Influence of Work Culture on Employee Performance at the Katingan Regency Environmental Service.

The test results show that Work Culture (X2) has a positive and significant effect on Employee Performance (Y), with a path coefficient value of 0.676, t-statistics of 5.399 (> 1.65), and p-value of 0.000 (< 0.05). Thus, the second hypothesis (H2) which assumes that Work Culture has a positive and significant effect on Employee Performance at the Katingan Regency Environmental Service in Kasongan is declared accepted.

The path coefficient value of Work Culture is the largest among the two exogenous constructs, which is also supported by the f^2 value of 0.638 (large category). This indicates that

work culture is the most dominant factor in improving employee performance at the agency. The values, habits, norms, and work behavior patterns that are ingrained and mutually agreed upon in the work environment have been proven to encourage employees to work more disciplined, responsible, and productively. This finding indicates that efforts to strengthen organizational work culture need to be a primary concern in improving employee performance at the Katingan Regency Environmental Service.

Hypothesis 3 (H3): The Simultaneous Effect of Green Leadership and *Work Culture* on Employee Performance at the Katingan Regency Environmental Service .

The results of the determination coefficient test showed an R^2 value of 0.852, which is included in the strong category. This value indicates that simultaneously (together), Green Leadership and Work Culture are able to explain 85.2% of the variation in Employee Performance. Thus, the third hypothesis (H3) which suspects that Green Leadership and Work Culture have a simultaneous effect on Employee Performance at the Katingan Regency Environmental Service is declared accepted.

These findings indicate that employee performance is not determined by a single factor, but rather by the interaction between an environmentally-oriented leadership style and the work culture established within the organization. Green leadership plays a role in guiding and setting an example, while work culture plays a role in shaping daily work habits and norms. The combination of these two factors together creates a conducive work environment, thus encouraging employees at the Katingan Regency Environmental Agency to demonstrate optimal performance.

CONCLUSION AND SUGGESTIONS

Based on the research results, it can be concluded that green leadership and work culture each have a positive and significant influence on employee performance at the Katingan Regency Environmental Service, with work culture having a more dominant influence, and both variables also have a simultaneous influence on employee performance, so that all hypotheses in this study are declared accepted.

The leadership of the Katingan Regency Environmental Service is advised to continue to strengthen the organizational work culture and implement a leadership style oriented towards environmental sustainability to improve employee performance, while further researchers are advised to add other variables and expand the research objects to obtain more comprehensive results.

This research has limitations, including only using two research variables, the research object being limited to one agency, the use of self-reported data via questionnaires, and data collection only being carried out in one time period so that it does not yet describe long-term conditions.

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