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The Role of Green Leadership And Green Organizational Culture on Corporate Sustainability Mediated By Employee Performance

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Abstract: The purpose of this literature research is expected to help hypotheses for future authors in determining research related to human resource management. The research article on the role of green leadership and green organizational culture on company sustainability mediated by employee performance is a scientific literature article within the scope of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct literature reviews of relevant previous articles. The data used in this study are secondary data, sourced from academic online media such as Thomson Reuters Journals, Sage, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Springer, Web of Science, Sinta Journals, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Green Leadership affects employee performance; 2) Green Organizational Culture affects Employee Performance; 3) Green Leadership affects Company Sustainability; 4) Green Organizational Culture has an effect on Employee Performance; 5) Employee Performance has an effect on Corporate Sustainability; 6) Green Leadership has an effect on Corporate Sustainability mediated by Employee Performance; and 7) Green Organizational Culture affects Company Sustainability mediated by Employee Performance.

Keywords: Company Sustainability, Employee Performance, Green Leadership, Green Organizational Culture

INTRODUCTION

Corporate sustainability has become one of the most important issues amid the increasingly complex dynamics of the global economy, particularly in Indonesia. In recent years, many companies have begun to realize the importance of implementing sustainable

business practices, not only to meet market demands, but also to ensure the survival of the company itself, (Ali et al., 2023). This sustainability encompasses not only environmental aspects, but also social and economic aspects. In Indonesia, the challenges to achieving sustainability are diverse, ranging from deforestation to environmental pollution and social injustice. This has prompted companies to adapt and develop more environmentally friendly strategies, (Widjanarko et al., 2023).

One approach that is becoming increasingly popular in achieving sustainability is the implementation of green leadership and a green organizational culture. Green leadership refers to a leadership style that prioritizes sustainability and environmental responsibility in decision-making. Leaders who adopt green leadership do not focus solely on profit but also consider the environmental impact of every decision they make. In Indonesia, some companies have demonstrated that green leadership can enhance a company's image and attract customers who are more concerned about environmental issues, (Sulaiman et al., 2021).



Figure 1. Net Profit of EBT Companies Listed on the Indonesia Stock Exchange for the Period 2022-2023
 Source: Data Processed by Researchers, (2025)

The graph shows the net profit data of New and Renewable Energy (EBT) companies listed on the Indonesia Stock Exchange (IDX) for the 2022 and 2023 periods, based on each company's issuer code. The graph illustrates the net profit trends of several companies, some of which show significant increases, while others show decreases or even losses. From the graph, it can be seen that the company with the ticker symbol ARKO achieved the highest net profit among other companies in 2022 and 2023. ARKO's net profit in 2022 was significantly higher than that of other issuers, and despite a slight decline in 2023, ARKO still maintained excellent performance. On the other hand, issuers such as TGRA recorded negative results in both years, indicating consistent losses.

Several other companies, such as DSSA and PGE, showed stable net profits without significant fluctuations. Companies like BRE even recorded zero net profit in 2022 but showed positive growth in 2023, reflecting improved performance. Companies like KEEN and SEMA also demonstrated stable trends, although their net profit values were relatively smaller than ARKO's. The net profit trends of these companies provide an overview of the financial performance of renewable energy companies in Indonesia, which face significant challenges in terms of investment, development of environmentally friendly technology, and operational efficiency improvements. This data also indicates that not all companies in the renewable energy sector are able to demonstrate consistent profit growth, suggesting differences in strategy or adaptability to market dynamics.

Additionally, the losses incurred by TGRA and fluctuations in the net profits of other issuers serve as indicators that the EBT sector still faces challenges in achieving financial

sustainability. However, the positive performance of issuers like ARKO offers hope that this sector will continue to grow in the future. This data is important for investors and policymakers to assess the investment potential in the EBT sector and support the development of sustainable energy in Indonesia.

Based on the above background, the research questions in this study are as follows: 1) Does *Green Leadership* affect Employee Performance?; 2) Does *Green Organizational Culture* affect Employee Performance?; 3) Does *Green Leadership* affect Corporate Sustainability?; 4) Does *Green Organizational Culture* affect Corporate Sustainability?; 5) Does Employee Performance affect Corporate Sustainability?; 6) Does *Green Leadership* affect Corporate Sustainability mediated by Employee Performance?; and 7) Does *Green Organizational Culture* affect Corporate Sustainability mediated by Employee Performance?.

METHOD

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand the research concepts related to human resource management comprehensively, with a focus on the context and meaning contained in corporate sustainability and employee performance. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the research and the characteristics of the subjects being studied, (M. Dewi, 2024).

The data used in this study were obtained from previous studies related to green leadership, green organizational culture, employee performance, and corporate sustainability. The researcher will analyze existing literature to identify patterns and trends in green leadership, green organizational culture, employee performance, and corporate sustainability. By utilizing previous research and other references, the researcher can develop stronger, evidence-based arguments and contribute to a broader understanding of green leadership, green organizational culture, employee performance, and corporate sustainability, (Susanto, Arini, Yuntina, et al., 2024).

The type of data used in this study is secondary data, which utilizes data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and reliable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of green leadership, green organizational culture, employee performance, and corporate sustainability from various perspectives, (Susanto, Arini, Marlita, et al., 2024).

RESULT AND DISCUSSION

Results

Corporate Sustainability

Corporate sustainability is the ability of an organization to maintain its operations in the long term by integrating economic, social, and environmental considerations into its business strategy. Sustainability involves practices that ensure economic sustainability without compromising social well-being and environmental preservation. In this context, companies are responsible for minimizing negative impacts on the environment, such as reducing carbon emissions, using renewable energy, and managing waste wisely, (Azzahra, 2020).

The indicators or dimensions found in the Corporate Sustainability variable include: 1) Economy: Refers to the company's ability to remain competitive, create economic value, increase profitability, and improve cost efficiency. This includes strong financial performance and economic risk management; 2) Environment: Includes reducing negative impacts on the environment, such as waste management, energy efficiency, and carbon emissions reduction;

and 3) Social: Focuses on the company's responsibility to society, employee welfare, social justice, and contributions to local community development, (Hasan, 2022).

Company Sustainability Variables are relevant to previous research conducted by: (Ishiqah Ramadhany Putri & Ningrum Fauziah Yusuf, 2022), (Amalia, 2020), (Mahaputra & Saputra, 2021).

Employee Performance

Employee performance is the level of achievement of an individual in carrying out their duties and responsibilities in accordance with the standards and objectives set by the organization. This performance includes quantity, quality, time efficiency, and initiative. Employees with good performance usually demonstrate high commitment to their work, the ability to work in a team, and innovation in solving problems, (Saputra et al., 2023).

Indicators or dimensions found in the Employee Performance variable include: 1) Workload: Indicates how many tasks or objectives an employee can complete according to the established schedule; 2) Work Quality: The level of accuracy, skill, and precision of an employee's work in meeting organizational standards; 3) Time Efficiency: An employee's ability to complete work effectively within the specified time without compromising quality, (Susanto et al., 2023).

Employee Performance Variables are relevant to previous studies conducted by: (Siagian et al., 2023), (S & Ali, 2022), (Jumawan et al., 2024).

Green Leadership

Green leadership is a leadership style that focuses on applying sustainability principles and environmental protection in decision-making and organizational management. A green leader encourages environmentally friendly practices such as energy efficiency, waste reduction, and the use of green technology. They also inspire employees to adopt environmentally friendly behaviors through example, training, and incentives, (Tosun et al., 2022).

The indicators or dimensions found in the *Green Leadership* variable include: 1) Environmental Vision: Leaders have a long-term vision that supports environmental sustainability and integrates environmental goals into organizational strategies; 2) Pro-Environmental Role Modeling: Leaders consistently demonstrate pro-environmental behavior that serves as an example for employees; and 3) Green Motivation: The ability of leaders to inspire and encourage employees to support environmentally friendly initiatives, (Djalil, 2022).

The *Green Leadership* variable is relevant to previous research conducted by: (Begum et al., 2022), (Kardoyo et al., 2020), (Singh et al., 2020).

Green Organizational Culture

Green organizational culture is a culture within an organization that encourages and promotes behaviors, values, and practices that support environmental sustainability. This culture is reflected in company policies such as reducing resource use, waste management, and employee involvement in environmental programs. Green organizational culture also motivates individuals within the organization to take responsibility for the environmental impact of their activities, (Widyastuti et al., 2024).

The indicators or dimensions found in the *Green Organizational Culture* variable include: 1) Environmental Standards: The existence of policies and procedures that regulate environmentally responsible behavior within the organization, such as resource efficiency and waste management; 2) Employee Involvement: The level of employee involvement in environmental activities or programs, such as environmental training or recycling management; and 3) Green Innovation: The organization's efforts to develop technologies,

products, or processes that support sustainability and environmental friendliness, (Putra & Khomsiyah, 2023).

The variable *Green Organizational Culture* is relevant to previous research conducted by: (Putri & Murwaningsari, 2023), (Kustianti & Murwaningsari, 2023), (Sherly & Murwaningsari, 2023).

Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows:

Table 1. Results of Previous Relevant Research

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Sherly & Murwaningsari, 2023)	-Green Organizational Culture Variables influence Employee Performance -Green Leadership Variables influence Employee Performance -Green Marketing Variables influence Employee Performance	This article has similarities in examining the variables of Green Leadership and Green Organizational Culture as independent variables, and examining the variable of Employee Performance as the dependent variable.	The difference with previous studies lies in the inclusion of Green Marketing as another independent variable.
2	(Ibrahim, 2022)	-Leadership Style Variables Affect Employee Performance at Pertamedika Ummi Rosnati Hospital (RSPUR) in Banda Aceh -Green Organizational Culture Variables Affect Employee Performance at Pertamedika Ummi Rosnati Hospital (RSPUR) in Banda Aceh	This article has similarities in examining the variable of Leadership Style as the independent variable and examining the variable of Employee Performance as the dependent variable.	The difference with previous studies is that there are objects, which were conducted at Pertamedika Ummi Rosnati Hospital in Banda Aceh.
3	(Hutahuruk et al., 2023)	-Business Ethics Variables influence Corporate Sustainability -Green Competitive Advantage Variables influence Corporate Sustainability -Green Leadership Variables influence Corporate Sustainability	This article has similarities in examining the variable of Green Leadership as the independent variable and examining the variable of Corporate Sustainability as the dependent variable.	The difference with previous studies lies in the variables of Business Ethics and Green Competitive Advantage as other independent variables.
4	(Hendrajaya et al., 2022)	-Green Organizational Culture Variables influence Corporate Sustainability -Product Development Performance Variables influence Corporate Sustainability -Absorption Capacity Variables influence Corporate Sustainability	This article has similarities in examining the Green Organizational Culture variable as the independent variable and examining the Corporate Sustainability variable as the dependent variable.	The difference with previous studies lies in the variables of Product Development Performance and Absorption Capacity as other independent variables.

Discussion

Based on literature review and previous research, the discussion in this study is determined as follows:

The Role of *Green Leadership* on Employee Performance

Based on relevant previous research, it has been shown that Green Leadership influences Employee Performance. To influence employee performance through *green leadership*, management must do the following: 1) Environmental Vision: the ability of leaders to create a clear direction related to sustainability goals and environmental concerns that serve as guidelines for all employees; 2) Pro-Environmental Role Modeling: where leaders demonstrate behaviors that support sustainability, such as efficient use of resources, adoption of environmentally friendly technologies, and demonstrating a genuine commitment to green initiatives; and 3) Green Motivation: encouraging employees to actively participate in environmentally friendly activities, whether through rewards, training, or empowering them to make decisions that support sustainability.

If a company or organization can implement Environmental Vision, Environmental Leadership, and Green Motivation, it will have a positive impact on Employee Performance, including: 1) Workload: becomes more structured as the environmental vision helps clarify priorities and responsibilities related to environmental sustainability; 2) Work Quality: improves as employees are inspired by their leaders' example to produce better outcomes through environmentally responsible approaches; and 3) Time Efficiency: can be achieved through the implementation of more effective and innovative green practices, which reduce waste of time and energy resources.

The results of this study are in line with research conducted by (Fahira, 2019), (Sherly & Murwaningsari, 2023), which states that *green leadership* influences employee performance.

The Role of *Green Organizational Culture* on Employee Performance

Based on relevant previous research, it has been shown that Green Organizational Culture has an effect on Employee Performance. To influence employee performance through *green organizational culture*, management must do the following: 1) Environmental Standards: clear policies and guidelines related to environmentally friendly practices, such as waste management, energy efficiency, and carbon emission reduction. This provides a framework that helps employees work in line with the company's sustainability goals; 2) Employee Involvement: where employees are actively involved in environmental programs, such as green training, sustainability discussions, or other pro-environment initiatives. This enhances employees' sense of ownership and responsibility toward the organization's goals; and 3) Green Innovation: creating a work environment that encourages employees to generate new ideas to support sustainability, such as using environmentally friendly technology or developing sustainable products.

If a company or organization can implement Environmental Standards, Employee Engagement, and Green Innovation, it will have a positive impact on Employee Performance, including: 1) Workload: becomes more balanced as environmental standards help create a more organized and efficient work system; 2) Work Quality: also improves as employee involvement motivates them to give their best in their tasks while considering their impact on the environment; and 3) Time Efficiency: can be achieved through green innovation, which results in faster and more effective work processes by optimizing resource utilization.

The results of this study are in line with research conducted by (Sherly & Murwaningsari, 2023) and (Widyastuti et al., 2024), which states that *green organizational culture* influences employee performance.

The Role of Green Leadership in Corporate Sustainability

Based on relevant previous research, it has been shown that Green Leadership influences Corporate Sustainability. To influence Corporate Sustainability through *green leadership*, management must do the following: 1) Environmental Vision: a long-term view that reflects a commitment to environmental sustainability, such as reducing the negative impact of company operations on the environment and encouraging environmentally friendly business practices; 2) Pro-Environmental Role Modeling: behavior that serves as a real example for employees, such as adopting an environmentally friendly lifestyle, supporting green initiatives, and actively participating in corporate sustainability programs; and 3) Green Motivation: encouraging employees to contribute to sustainability through rewards for green innovation or pro-environmental efforts, as well as building collective enthusiasm to achieve sustainability goals.

If a company or organization can implement Environmental Vision, Environmental Leadership, and Green Motivation, it will have a positive impact on Corporate Sustainability, including: 1) Economy: will experience growth through operational cost savings due to resource efficiency, increased competitiveness, and a positive company image in the eyes of consumers; 2) Environment: benefits include reduced carbon emissions, improved waste management, and sustainable use of natural resources; and 3) Social: such as increased employee satisfaction and loyalty, contributions to community well-being, and strengthened relationships with various stakeholders.

The results of this study are in line with research conducted by (Kustianti & Murwaningsari, 2023) and (Hutahuruk et al., 2023), which states that *green leadership* influences Corporate Sustainability.

The Role of Green Organizational Culture in Corporate Sustainability

Based on relevant previous research, it has been shown that Green Organizational Culture influences Corporate Sustainability. To influence Corporate Sustainability through *green organizational culture*, management must do the following: 1) Environmental Standards: clear standards, such as environmentally friendly policies in company operations, efficient waste management, and reduction in the use of energy and non-renewable natural resources; 2) Employee Involvement: by providing training, organizing environmental awareness programs, and encouraging active employee participation in sustainability initiatives, so that employees feel a shared responsibility towards the environment; and 3) Green Innovation: developing new products, processes, or technologies that are more environmentally friendly, such as the use of renewable energy or recyclable raw materials.

If a company or organization can implement Environmental Standards, Employee Engagement, and Green Innovation, it will have a positive impact on Corporate Sustainability, which includes: 1) Economy: companies can achieve operational cost efficiency through waste reduction, increased energy efficiency, and create added value through environmentally friendly products that are competitive in the market; 2) Environment: the implementation of a green organizational culture helps reduce carbon emissions, manage waste responsibly, and maintain ecosystem sustainability; and 3) Social: companies can improve community well-being through environmentally-based social responsibility programs, strengthen relationships with stakeholders, and enhance employee satisfaction and loyalty by working in an environment that supports sustainability.

The results of this study are in line with research conducted by (Kustianti & Murwaningsari, 2023) and (Eucharistia & Rachmawati, 2023), which states that *green organizational culture* influences corporate sustainability.

The Role of Employee Performance in Corporate Sustainability

Based on relevant previous research, it has been shown that employee performance influences corporate sustainability. To influence corporate sustainability through employee performance, management must do the following: 1) Workload: must be managed proportionally so that employees do not feel overburdened or underchallenged. A balanced workload enables employees to work optimally without reducing productivity or increasing stress levels, which ultimately supports the company's operational sustainability; 2) Work Quality: must be maintained and improved through relevant training, effective supervision, and results-based performance measurement. This will ensure that every task performed by employees contributes significantly to the achievement of company goals; and 3) Time Efficiency: must be implemented effectively through time management, the use of appropriate technology, and the elimination of unproductive work processes. This efficiency allows the company to maximize the use of resources for greater results.

If a company or organization can implement Workload, Work Quality, and Time Efficiency, it will have a positive impact on Corporate Sustainability, which includes: 1) Economy: optimal employee performance improves profitability, cost efficiency, and the company's competitiveness in the market; 2) Environment: higher productivity can be aligned with reduced use of natural resources and better waste management, supporting sustainable business practices; and 3) Social: employees who work well and feel valued have higher job satisfaction, increased loyalty, and create harmonious relationships between the company and the surrounding community.

The results of this study are in line with research conducted by (Arta et al., 2023) and (N. L. P. N. S. Dewi et al., 2021), which states that Employee Performance affects Company Sustainability.

The role of *Green Leadership* in corporate sustainability is mediated by employee performance

Based on relevant previous research, it has been shown that *Green Leadership* influences corporate sustainability through employee performance. To influence corporate sustainability through *Green Leadership*, which is mediated by employee performance, management must do the following: 1) Environmental Vision: the ability of a leader to create a vision oriented towards environmental sustainability. With a clear vision, leaders can direct all elements of the company to work in harmony with sustainability goals; 2) Pro-Environmental Role Modeling: demonstrating how leaders act as role models in implementing environmentally friendly practices. This role modeling motivates employees to follow suit; and 3) Green Motivation: the ability of leaders to encourage employees to engage in green initiatives through moral encouragement and relevant incentives. After implementing environmental vision, pro-environmental leadership, and green motivation, the following are required: 1) Workload: must be managed fairly to optimize productivity without overburdening employees; 2) Work Quality: must be improved through training and supervision that support high work standards; and 3) Time Efficiency: must be achieved by using effective technology and work methods to reduce time wastage.

If a company or organization can implement environmental vision, pro-environmental leadership, green motivation, workload, work quality, and time efficiency, it will have a positive impact on Corporate Sustainability, which includes: 1) Economy: sustainability is reflected in improved cost efficiency, better resource management, and increased profitability; 2) Environment: the company can reduce the negative impact of its operations on ecosystems and promote environmentally friendly business practices; and 3) Social: sustainability is achieved through increased employee satisfaction and loyalty, good relations with the community, and positive contributions to society.

The results of this study are in line with research conducted by (Hutahuruk et al., 2023) and (Putra & Khomsiyah, 2023), which states that *green leadership* influences Corporate Sustainability through employee performance.

The role of *Green Organizational Culture* in corporate sustainability is mediated by employee performance

Based on relevant previous research, it has been shown that *Green Organizational Culture* influences corporate sustainability through employee performance. To influence corporate sustainability through *Green Organizational Culture*, which is mediated by employee performance, management must do the following: 1) Environmental Standards: such as environmentally friendly policies, waste reduction, and the use of renewable energy; 2) Employee Involvement: in green culture must be encouraged through training, environmental awareness, and participation in green initiatives; and 3) Green Innovation must be integrated into every aspect of operations, such as the development of environmentally friendly products, efficient technology, and sustainability-based solutions. After implementing environmental standards, employee involvement, and green innovation, the following are required: 1) Workload: must be adjusted to avoid overburdening employees, ensuring they remain productive and motivated; 2) Work Quality: must be maintained by ensuring every task performed by employees meets established standards, supporting the company's goals in achieving sustainability; and 3) Time Efficiency: is key to ensuring smooth operations, increasing productivity without compromising quality or speed.

If a company or organization can implement environmental standards, employee engagement, green innovation, workload, work quality, and time efficiency, it will have a positive impact on Corporate Sustainability, which includes: 1) Economy: companies will experience improved cost efficiency and profitability thanks to the implementation of environmentally friendly technology and reduced waste; 2) Environment: companies will successfully reduce their negative impact on the environment through more prudent resource management and reduced emissions; and 3) Social: corporate sustainability can enhance relationships with the community, create better job opportunities, and contribute to broader social well-being.

The results of this study are in line with research conducted by (Lin et al., 2024), (Hastuti & Muafi, 2022), (Aggarwal & Agarwala, 2023), which states that *green organizational culture* influences corporate sustainability through employee performance.

Conceptual Framework

The conceptual framework is determined based on the problem statement, relevant previous studies, and discussions in this literature review:

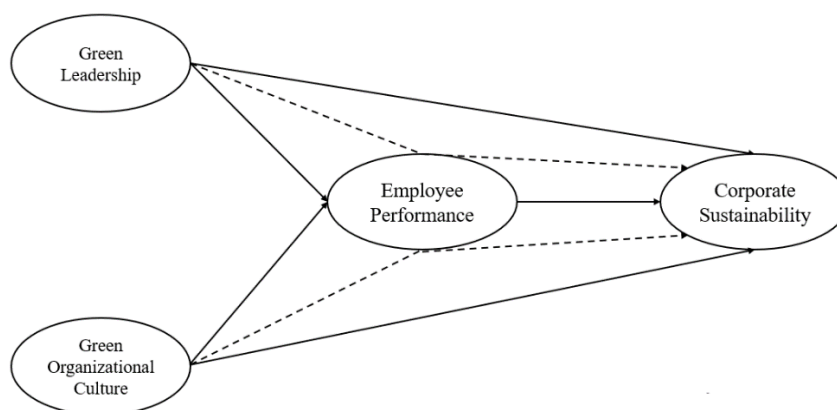


Figure 2. Conceptual Framework

Based on Figure 2 above, *green leadership* and *green organizational culture* influence corporate sustainability and employee performance. However, in addition to the variables of *green leadership* and *green organizational culture* that play a role in corporate sustainability and employee performance, there are other variables that influence them, including:

- 1) Green Training: (Hendarjanti et al., 2022), (Anindyah & Nugroho, 2023), (Anindyah & Nugroho, 2023).
- 2) Green Environment: (Obeidat et al., 2020), (Mayangsari & Nawangsari, 2019), (Hutomo et al., 2020).
- 3) Green Communication: (Crapa et al., 2024), (Jamil et al., 2020), (Fang et al., 2024).

CONCLUSION

Based on the problem formulation, results, and discussion above, the conclusions of this study are as follows:

1. Green Leadership influences Employee Performance;
2. Green Organizational Culture influences Employee Performance;
3. Green Leadership influences Company Sustainability;
4. Green Organizational Culture influences Company Sustainability;
5. Employee Performance influences Company Sustainability;
6. Green Leadership influences Company Sustainability mediated by Employee Performance; and
7. Green Organizational Culture influences Company Sustainability mediated by Employee Performance.

Based on the conclusions drawn above, the researcher's recommendation for further research is to analyze other factors that influence corporate sustainability and employee performance besides green leadership and green organizational culture, namely green training, green environment, and green communication.

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