

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effect of Green Leadership and Green Motivation on Employee Performance

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ABSTRACT

This study aims to analyze the influence of green leadership and green motivation on employee performance at PT. Palopo Branch Pawn Shop. This study used a quantitative approach with multiple linear regression methods. This population in this study included all employees of PT. Palopo Branch Pawn Shop. The sample consisted of 48 respondents selected through a saturated sampling technique. Data were collected using a questionnaire and analyzed using validity and reliability tests, classical assumption tests, and hypothesis testing. The results indicate that green leadership and green motivation have a significant effect on employee performance, both partially and simultaneously. The findings of this study indicate that the implementation of environmentally sound leadership and work motivation based on environmental concerns can improve employee performance. This research contributes to the development of human resource management science, especially in the context of green management.

Keywords: Green Leadership, Green Motivation, Employee Performance.

I. Introduction

The increasingly complex global business environment has prompted organizations to review their management orientation and strategies. Modern organizations can no longer focus solely on achieving short-term profits, but are required to simultaneously consider social and environmental dimensions (Alfiyatussholichah et al., 2026). The sustainable development paradigm emphasizes a balance between economic growth, social welfare, and environmental preservation as a primary prerequisite for long-term organizational sustainability (Rahmat, 2024). In this context, the integration of sustainability principles into every aspect of operations and employee work behavior is a determining factor in the organization's future effectiveness. In line with these demands, organizations require a leadership approach capable of internalizing sustainability values down to the individual level. Green leadership has emerged as a relevant and strategic leadership style. Green leadership refers to a leader's ability to create an organizational vision, values, and practices that support environmental conservation and sustainable development (Hernawan et al., 2025). Leaders with a green orientation not only emphasize achieving performance targets but also demonstrate exemplary behavior in environmentally friendly behavior, consistently communicate sustainability values, and empower employees to actively participate in the organization's green initiatives

(Yusuf & Alwi, 2024). Thus, leaders act as agents of change, encouraging the creation of a more environmentally conscious and sustainability-oriented organizational culture.

A concrete example of the application of Green Leadership in Indonesia can be seen in PT Pegadaian, which integrates sustainability principles within the ESG (Environmental, Social, and Governance) framework through various strategic initiatives, such as energy efficiency and waste management. One concrete example is the holding of the FORSEPSI (Forum Sahabat Emas Peduli Sampah Indonesia) Green Leadership Summit 2024, which aims to strengthen synergy in circular economy-based waste management. This demonstrates that leadership practices are not only oriented towards economic aspects, but also social and environmental aspects. The success of green leadership implementation is determined not only by the role of the leader, but also by the response and involvement of employees. In this regard, green motivation is a crucial factor influencing the extent to which employees are willing to adopt and implement environmentally friendly behaviors. Green motivation is an employee's inner drive or desire to contribute to environmental preservation through work activities (Rafi & Rizky, 2025). Employees with green motivation tend to be more proactive in implementing resource efficiency, reducing waste, and creating innovations that support sustainability.

In an organizational context, green leadership and green motivation are closely related in influencing employee performance. Environmentally oriented leadership can foster green motivation in employees, ultimately resulting in improved performance. Therefore, the relationship between these two variables is important to further study. In line with this, previous research still shows mixed and inconsistent results. Research conducted by Alfiyatussholichah et al. (2026) shows that Green Leadership has a positive and significant effect on sustainable employee performance. Conversely, Hernawan et al., (2025) shows that green transformational leadership does not have a direct effect on employee performance, but only an indirect effect through green motivation as a mediating variable. In this study, green motivation was proven to have a positive and significant effect on employee performance. Furthermore, Kurniawan et al., (2024) also stated that green motivation influences employee performance. On the other hand, research by Perwira et al. (2025) did not specifically examine the relationship between green leadership and employee performance, but rather focused more on the role of green leadership in instilling sustainable values into organizational culture and influencing employee pro-environmental behavior. This strengthens the view that green leadership not only impacts performance aspects but also on the formation of environmentally oriented organizational culture and behavior.

Although various studies have examined the role of green leadership and green motivation in improving employee performance, these studies have generally been conducted in a fragmented manner. Some studies only emphasize the influence of green leadership on employee performance, while others focus more on the role of green motivation as either an independent or mediating variable. This situation indicates that understanding the relationship between these two variables in influencing employee performance is still incomplete. Based on these conditions, there is a research gap that requires further study, namely the lack of a comprehensive understanding of how green leadership and green motivation jointly influence employee performance in the context of organizations that implement sustainability principles. Therefore, this study aims to analyze the influence of green leadership and green motivation on employee performance, which is expected to provide theoretical and practical contributions to the development of sustainability-based human resource management.

II. Literature Review and Hypothesis Development

2.1. Green Leadership

The driving force of corporate management is its human resources. To obtain human resources capable of achieving corporate goals, a leader with influence in providing direction and control is needed. A leader's skills will influence the success of a company's performance (Palinggi & Agustina, 2025). According

to Afdal & Kasran (2023), leadership is the capacity to influence others through direct or indirect communication with the aim of influencing them to become informed, aware, and happy enough to carry out the leader's instructions. In the context of modern organizational development, the concept of leadership has evolved into various approaches, one of which is green leadership. Green leadership is a leadership approach that emphasizes the values of sustainability, environmental awareness, and social responsibility in strategic organizational decision-making. Leaders with a green orientation not only direct the organization to achieve economic targets but also build a culture that supports environmentally friendly behavior, green innovation, and resource efficiency. The hallmark of green leadership is the leader's ability to internalize the vision of sustainability into organizational practices and encourage the active participation of all members in environmental actions (Perwira et al., 2025).

According to Djabbari et al (2025) Green Leadership is a leadership concept that emphasizes the importance of the role of leaders in promoting environmentally friendly sustainable practices in organizational decision making and policies. Furthermore, green leadership emphasizes the role of leaders in increasing environmental awareness and encouraging the implementation of environmentally friendly practices (Dewi et al, (2025) . In this case, leaders not only act as directors, but also as agents of change who shape employee behavior to be more concerned about the environment. In line with that, leaders are also required to be able to inspire and motivate employees to behave in an environmentally friendly and sustainable manner (AH Susanto et al, 2025) which is then strengthened through the integration of sustainability principles into organizational strategies and the formation of a long-term work culture (Rajagukguk et al, (2025) .

Egri & Hormal (2022) , green leadership indicators 1) Visionary, which is a leader's ability to develop an organization's environmental vision and strategy; 2) Inspirational, which is a leader's ability to inspire and motivate followers; 3) Intellectually Stimulating, which is a leader's ability to encourage innovation and critical thinking on environmental issues; and 4) Individually Considerate, which is a leader's ability to pay attention to the needs and development of their subordinates. Several studies also confirm that green leadership influences employee performance. Alfiyatussholichah et al. (2026) found that green leadership significantly impacts sustainable employee performance. Furthermore, Hermawan et al. (2025) also stated that green leadership can encourage employees to improve performance through green motivation. However, previous research has generally focused on the direct relationship between green leadership and employee performance, and few have examined its application in specific organizational or company contexts. Therefore, this study seeks to fill this gap by analyzing the influence of green leadership on employee performance in a more specific research context. In practice, green leadership is crucial for organizations in formulating policies that are not only performance-oriented but also environmentally sustainable. The implementation of green leadership is expected to encourage employee engagement in environmentally friendly practices while simultaneously improving performance sustainably. Based on this description, it can be concluded that green leadership plays a role in shaping environmentally friendly behavior, increasing motivation, and boosting employee performance. Therefore, the following hypothesis is proposed:

H1: Green Leadership has an impact on employee performance.

2.2. Green Motivation

Green motivation is a crucial factor in encouraging employee behavior that is oriented toward environmental sustainability. In the context of modern organizations, environmental concerns are not solely the responsibility of the company but also involve employees actively implementing environmentally friendly practices in the workplace. Therefore, environmental motivation is a key element in supporting the achievement of sustainable organizational goals (Rafi & Rizky, 2025). According to Rafi & Rizky (2025) , green motivation is the spirit or drive that employees must possess in carrying out tasks and responsibilities related to environmental aspects. Wildan et al. (2023) state that motivation is a factor that drives individuals to

undertake certain activities. Susanto et al. (2024) emphasize that without motivation, employees are less likely to implement environmentally friendly practices, which can impact organizational performance.

The green motivation indicators according to Jiang et al (2021) are: 1) Responsibility, employees are encouraged by top management to be involved in environmental improvement, 2) Incentives or Awards, given to encourage environmentally friendly behavior, 3) Workshops or forums, involvement is provided for staff to improve environmentally friendly behavior, 4) Companies Empower Employees, to be involved in environmental improvement efforts, 5) Adequate training, employees to participate in environmental improvement efforts. Several previous studies have shown that green motivation has a substantial impact on employee performance (Kurniawan et al., 2024) . Furthermore, research by Hernawan et al. (2025) also states that green motivation has a positive contribution to improving employee performance. Djalil (2022) states that motivation partially influences employee performance. This indicates that green motivation not only influences individual behavior but also contributes to the achievement of organizational goals. Therefore, companies need to create a work environment that can encourage green motivation through organizational policies and culture. Thus, green motivation is an important factor in improving employee performance, so the following hypothesis is formulated:

H2: Green Motivation has an impact on employee performance.

2.3. Employee Performance

Employee performance is generally understood as the relationship between output, goods or services, and inputs used in an organization, including labor, materials, and financial resources. The term "performance" comes from the word "performace," which refers to the results or achievements of individuals in the workplace. Employee performance reflects the actual contributions made by individuals to achieve organizational goals, making it an important factor in individual and group effectiveness (Sunardi & Awaliah, 2025) . In addition, performance is also associated with the quantity, quality, timeliness, and effectiveness of work, which serve as the basis for evaluating employee contributions to organizational success (Thachyuddin et al., 2025). According to Andri & Kasran (2023) , employee performance is the level of success in completing tasks within a certain period based on predetermined standards. Furthermore, Wulandari et al. (2023) state that employee performance is the quality and quantity of work achieved by an employee in completing their tasks according to the responsibilities assigned to them. Endrianto (2021) states that performance reflects work output in terms of quality and quantity. Sarip & Mustangin (2023) add that performance is also influenced by individual abilities and skills.

In the context of a sustainable organization, employee performance is influenced not only by individual factors but also by environmentally oriented leadership and motivation. In this study, employee performance was measured through punctuality, effectiveness, independence, and work commitment. Based on this description, employee performance is a crucial variable influenced by various factors within the organization. According to Robbins (2006), employee performance indicators are: 1) Work Quality. The perfection of tasks in relation to employee skills and abilities, 2) Work Quantity. The amount expressed in units and activity cycles, 3) Timeliness. Completing activities on time, 4) Effectiveness. Increasing the results of each unit of use of existing resources, 5) Independence. Independence is the level at which an employee will be able to carry out his duties, 6) Work Commitment. The level at which an employee can carry out his work functions and responsibilities.

2.4. Framework of Thinking

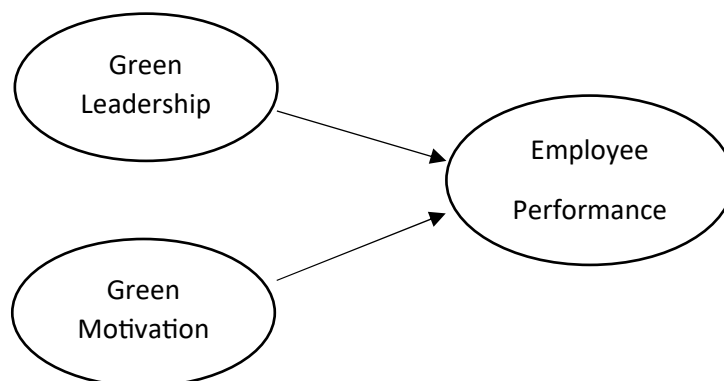


Figure 1. Research Framework

2.5. Research Hypothesis

- H1: It is suspected that Green Leadership influences employee performance at PT Pegadaian Palopo Branch.*
- H2: It is suspected that Green Motivation has an effect on employee performance at PT Pegadaian Palopo Branch.*
- H3: It is suspected that Green Leadership and Green Motivation simultaneously influence employee performance at PT Pegadaian Palopo Branch*

III. Research Method

3.1. Location and Time of Research

This research was conducted at PT. Pegadaian Palopo Branch, located at Jl. Andi Kambo No. 43, Salekoe, Wara Timur District, Palopo City, South Sulawesi (91911). The selection of the research location was based on the relevance of the research object to the variables studied, namely green leadership, green motivation, and employee performance. The research period was carried out for two months, which included the planning stage, data collection, data processing and preparation of the research report.

3.2. Types and Sources of Data

This study uses a quantitative approach, namely a research method that emphasizes the collection and analysis of data in numerical form to test the formulated hypothesis (Waruwu et al, 2025) . This approach was chosen because it is in accordance with the research objective, namely to analyze the influence between variables statistically. Data sources in this study include: 1) Primary data, namely data obtained directly from respondents through distributing questionnaires to employees of PT. Pegadaian Palopo Branch. 2) Secondary data, namely supporting data obtained from literature such as books, scientific journals, and research reports relevant to the research topic (Haifa et al, 2025) .

3.3. Population and Sample

According to Sampetan (2023), a population is all objects or subjects and individuals in an area being studied. The population in this study was all 48 employees of PT. Pegadaian Palopo Branch. This population was selected because all individuals are directly related to the variables being studied. The sampling technique used was saturated sampling (census), which is a sampling technique that uses all members of the

population as research samples. This technique was used because the population size was relatively small (<100), so the entire population could be reached and included in the study.

The respondent criteria in this study were: 1) active employees at PT. Pegadaian Palopo Branch; 2) have a minimum work period of 1 year; 3) willing to be respondents in the study. The use of saturated sampling techniques allows all members of the population to be represented, thus increasing the representativeness of the data. To minimize potential bias, the researcher ensured that all employees who met the criteria had an equal opportunity to participate in the study. With a sample size of 48 respondents, this study was deemed adequate because it covered the entire population, providing a representative picture of the conditions being studied. Before completing the questionnaire, the researcher explained the purpose and benefits of the study through a research information sheet. Respondents' consent was obtained through informed consent, which stated that participation was voluntary and without coercion.

3.4. Data Collection Techniques

Data collection techniques in this study were carried out through:

a. Literature Study

A literature review was conducted to obtain a theoretical basis relevant to the research. Data were obtained from books, scientific journals, and previous research related to green leadership, green motivation, and employee performance (Saputra & Rahmat, 2024).

b. Questionnaire

A questionnaire was used as the primary instrument for primary data collection. The questionnaire was structured as a closed-ended statement, measured using a 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree (Damayanti et al., 2024). The questionnaire return rates are as follows:

Table 1. Questionnaire Return Rate

Information	Amount
Questionnaires distributed	55
Returned questionnaire	50
Incompletely completed questionnaire	2
Processable questionnaires	48

3.5. Data Analysis and Hypothesis Testing Techniques

The collected data were then analyzed using statistical methods with the help of SPSS version 23 software. The analysis stages include: validity and reliability tests, classical assumption tests (normality tests, multicollinearity tests, heteroscedasticity tests), multiple linear regression analysis and hypothesis testing (T tests, F tests, and coefficient of determination tests). Thus, hypothesis testing in this study through multiple linear regression analysis to determine the effect of green leadership and green motivation on employee performance.

3.6. Operational Definition of Variables

Table 2. Operational Definitions

No	Variables	Draft	Results	Measurement
1.	Green Leadership	The ability of leaders to create a vision of environmental sustainability, motivate and inspire employees, encourage	1. Visionary/visionary 2. Inspirational/ Inspirational 3. Intellectually	Questionnaire with Likert Scale 5,4,3,2,1

		innovative and creative solutions to environmental problems, and provide attention and support to all activities oriented towards environmental conservation.	Stimulus/ Stimulating. 4. Individually Considerate.	
2.	Green Motivation	Organizational encouragement that increases employee concern for the environment through appreciation, provision of knowledge sharing activities, support for involvement in environmental programs, and increased capabilities in environmentally friendly work practices.	1. Responsibility 2. Incentives or Rewards 3. Workshop or forum 4. Companies empower employees 5. Training	Questionnaire with Likert Scale 5,4,3,2,1
3.	Employee performance	The level of employee success in work can be assessed through the quality and quantity of work results, timeliness in completing tasks, use of resources in an effective manner, ability to work independently, and dedication in carrying out organizational tasks.	1. Quality of Work 2. Quantity of Work 3. Punctuality 4. Effectiveness 5. Independence 6. Work Commitment	Questionnaire with Likert Scale 5,4,3,2,1

3.7. Research Ethics

This research was conducted in accordance with ethical research principles. Respondents were provided with an explanation of the research objectives and procedures prior to data collection. Participation was voluntary and based on informed consent. Confidentiality of respondent data was maintained by not including personal identification information in the research report. The data obtained was used solely for research purposes.

IV. Research Result and Discussion

4.1. Multiple Linear Regression Test

Multiple linear regression analysis is a test used to determine the relationship between a dependent variable and at least two independent variables (Indartini & Mutmainah, 2024). In this study, multiple linear regression analysis was used to demonstrate the relationship between green leadership and green motivation on employee performance.

Table 3. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,299	2,866		2,547	,014
	Green Leadership	,338	,151	,274	2,236	,030

Green Motivation	,587	,141	,511	4,173	,000
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The data can be used to form a multiple linear regression equation, which can be written as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Information:

Y : Employee Performance

X1: Green Leadership

X2: Green Motivation

b₁ b₂ : Regression Coefficient

a : Constant

e : Error (Other independent variables outside the regression model)

So it can be written as follows:

$$Y = 7.299 + 0.338X_1 + 0.587X_2$$

The equation can be concluded that:

- From the multiple linear regression mentioned above, it is clear that the constant value is 7,299 units indicating that the independent variables, namely Green Leadership (X₁), and Green Motivation (x₂) on employee performance at PT. Pegadaian Palopo Branch are positive at 7,299 units.
- The regression coefficient value for the Green Leadership variable is 0.338. This indicates that for every one-unit increase in the Green Leadership variable, while holding other independent variables constant, Employee Performance will increase by 0.338.
- The regression coefficient for the Green Motivation variable was recorded at 0.587. This means that every one unit increase in the Green Motivation variable, assuming other variables are stable, will result in an increase in Employee Performance of 0.587.

4.2. T-Test

The (partial) t-test aims to determine the extent of influence of the independent variable (X) on the dependent variable (Y) assuming that the other variables are constant. The independent variable is known to influence the dependent variable if the calculated t value is > t table and the significance level is <0.05. The independent variable does not influence the dependent variable if the calculated t value is < t table and > 0.05. The following are the results of the T-test using the SPSS program:

Table 4. T-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,299	2,866		2,547	,014
	Green Leadership	,338	,151	,274	2,236	,030
	Green Motivation	,587	,141	,511	4,173	,000

H1 : The Influence of Green Leadership on Employee Performance

Green Leadership shows that the calculated t-value of 2.236 is greater than the t-table of 2.014. In addition, the significance value is (0.030 < 0.05). Thus, it can be concluded that green leadership has a

significant influence on employee performance at PT. Pegadaian Palopo Branch, so that the first hypothesis in this study is declared accepted.

H2: The Influence of Green Motivation on Employee Performance

Green Motivation shows that the calculated t-value (4.173) > t-table (2.014) with a significant level (0.000 < 0.05). It can be concluded that green motivation has a significant influence on employee performance at PT. Pegadaian Palopo Branch, so the second hypothesis in this study is accepted.

4.3. F Test (Simultaneous)

This test is used to determine whether the independent variables jointly influence the dependent variable. Independent variables are known to influence the dependent variable if the calculated F value is greater than the F table value and the significance level is less than 0.05. The following are the results of the T-test using SPSS:

Table 5. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	154,055	2	77,027	19,488	,000
	Residual	177,862	45	3,952		
	Total	331,917	47			

Based on the F test analysis, the F-count value was 19.488 and the F-table was 3.20. Therefore, it can be stated that the F-count value is greater than the F-table (19.488 > 3.20 with 0.000 < 0.05), which indicates that the green leadership (X1) and green motivation (X2) variables have a significant impact on employee performance at PT. Pegadaian Palopo Branch, and the hypothesis in this study is accepted.

4.4. Test of Coefficient of Determination

The coefficient of determination test was conducted to determine the percentage influence of the independent variables on the dependent variable. This test aims to explain the extent to which the independent variables, Green Leadership and Green Motivation, are able to explain changes in the dependent variable, Employee Performance, by examining the Adjusted R Square value. The following are the results of the coefficient of determination test:

Table 6. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,681 ^a	,464	,440	1.98809

a. Predictors: (Constant), Green Leadership, Green Motivation

Based on Table 6, the Adjusted R-square value obtained is 0.440, which means 44.0%. This indicates that the independent variables, namely Green Leadership and Green Motivation, together contribute 44.0% to employee performance, while the remaining 100% - 44.0% = 56.0% comes from other variables not analyzed in this study.

4.5. Discussion

a. The Influence of Green Leadership (X1) on Employee Performance (Y) at PT. Pegadaian Palopo Branch

Based on the results of the hypothesis testing conducted regarding the influence of green leadership on employee performance, the t-value was 2.236 with a significance value of $0.030 < 0.05$. This indicates that the green leadership variable has a significant effect on employee performance at PT. Pegadaian Palopo Branch. Thus, the first hypothesis in this study can be accepted. The results of this study indicate that the more effective the implementation of environmentally oriented leadership, the greater the resulting employee performance. Leaders who integrate sustainability values into their leadership practices are able to foster ecological awareness, increase individual responsibility, and encourage more proactive and productive work behaviors. In an organizational context, this not only impacts individual performance but also contributes to the achievement of the company's overall sustainability goals.

When linked to current industry trends, where sustainability issues and Environmental, Social, and Governance (ESG) practices are a major concern in the business world, many companies, including those in the financial services sector such as pawnshops, are beginning to adopt sustainable business principles as part of their long-term strategies. In this context, green leadership serves not only as a leadership style but also as a strategic instrument to increase organizational competitiveness through more responsible resource management. The results of this study align with previous research by Alfiyatussholichah et al. (2026), which found that green leadership has a positive and significant effect on sustainable employee performance. This similarity in research findings suggests that leaders play a crucial role in shaping work behaviors that are not only productive but also environmentally and sustainability-oriented.

b. The Influence of Green Motivation (X2) on Employee Performance (Y) at PT. Pegadaian Palopo Branch

Based on the results of the hypothesis test that has been carried out, green motivation as an independent variable has a significant influence on employee performance which functions as a dependent variable, showing that the calculated t value is 4.173 with a significant value of $0.000 < 0.05$. This indicates that green motivation affects employee performance at PT. Pegadaian Palopo Branch. Thus, the second hypothesis in this study which states that it is suspected that green motivation has an influence on employee performance at PT Pegadaian Palopo branch can be accepted. This means that the greater the value of the green motivation variable, the higher the value of employee performance in a company. Employees driven by green motivation not only demonstrate concern for environmentally friendly practices but are also more committed to completing their work effectively, efficiently, and with quality. These findings indicate that green motivation can strengthen employees' sense of responsibility toward the organization while encouraging proactive behavior. This internal drive makes employees more focused, innovative, and highly aware of maintaining a balance between performance success and environmental sustainability. In other words, green motivation functions as a psychological energy that spurs employees to work more productively.

Thus, it can be concluded that green motivation plays a crucial role in bridging environmental concerns with organizational performance goals. The existence of green motivation is not only relevant to sustainability efforts but also has significant implications for improving employee performance. This suggests that organizations that successfully cultivate green motivation in their employees will more easily achieve optimal performance while maintaining their commitment to environmentally friendly practices. The results of this study align with previous research by Kurniawan et al. (2024) and Hernawan et al. (2025), which found that green motivation has been shown to have a positive and significant effect on employee performance. This similarity reinforces the notion that environmentally-based motivation is a crucial factor in increasing work productivity.

- c. The Influence of Green Leadership (X1) and Green Motivation (X2) on Employee Performance (Y) at PT. Pegadaian Palopo Branch

Based on the results of the simultaneous test, the F-value was 19.488 with a significance level of $0.000 < 0.05$. This indicates that green leadership and green motivation together have a significant effect on employee performance at PT. Pegadaian Palopo Branch, so the third hypothesis in this study can be accepted. These findings indicate that the combination of environmentally oriented leadership and employee motivation in maintaining sustainability can optimally improve performance. The findings of this study align with previous research conducted by Eliza et al., (2025) entitled "The Impact of Leadership Type and Work Relationships on Employee Performance at PT. Perumdam Pekanbaru Riau." The research findings indicate that leadership type at PT. Perumdam Pekanbaru has a positive and significant influence on employee performance.

V. Conclusion

Based on the results of research on the influence of green leadership and green motivation on employee performance at PT. Pegadaian Palopo Branch, it can be concluded that green leadership and green motivation have a significant effect on employee performance, both partially and simultaneously. The findings of this study indicate that the implementation of environmentally conscious leadership and work motivation based on environmental concern can improve employee performance. This research contributes to the development of human resource management science, particularly in the context of environmental-based management (green management). Therefore, PT. Pegadaian Palopo Branch is expected to develop policies that support environmentally friendly practices and encourage employee awareness of the importance of sustainability. Improving green leadership and green motivation is crucial to enable employees to optimize their performance and work with greater enthusiasm and passion, along with a caring attitude towards environmental sustainability in the workplace. However, this study still has limitations, including: the limited scope of the research object, which only covered one company branch, and the limited use of research variables. Therefore, the results of this study cannot be fully generalized widely.

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