

The role of Green Leadership, Green Work Engagement and Job Characteristics Mediation in Improving Performance PT. Hutan Sawit Lestari in Central Kalimantan, Indonesia

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ABSTRACT

Research in the field of human resource management that leads to green practices, a policy in human resource management to promote the importance of the environment and sustainable use of resources. This research leads to work trends based on a work environment with green leadership, green work engagement, job characteristics in improving performance. Research was conducted at the company PT. HSL in East Kotawaringin, Central Kalimantan Province, Indonesia. This type of quantitative research used a questionnaire of 60 respondents among office employees, and analyzed using SEM PLS 4.0. The research results show that some hypotheses are significant and some are not significant. The highest influence is green leadership and green work engagement in improving performance. The implications of these results can be taken into consideration by companies in improving performance and promoting sustainable use of resources, strengthening environmental sustainability and increasing employee commitment to protecting the environment

INTRODUCTION

The very rapid development of science and technology requires companies to be able to adapt and be able to survive in all situations (Huo et al., 2022). The sustainability of a company is determined by the performance of its employees, employee performance can be seen from the results of their work whether they are in accordance with the standards set by the company or not (Deshwal, 2015). Of course, it is not easy for employees to achieve the performance expected by the company if they are not supported by good green leadership, conducive green work engagement and job characteristics which are the characteristics and tasks that include the responsibilities of workers in the company.

In the era of globalization, a leader will increasingly face various and increasingly complex demands. Conditions like these require the quality and skills of a leader to face the various changes that will occur in the future (Kapoor et al., 2023). Every leader has different behavior in leading, this behavior is called green leadership. To support smooth and successful leadership, a leader must be brave, firm and responsible and have other green leadership and not just hold one green leadership (Henriques et al., 2023).

Apart from green leadership, green work engagement in a company also has an influence on employee performance (Iddagoda et al., 2021). Green work engagement in a company is very important for employees to support their success in completing their tasks well. Conducive green work engagement will provide encouragement to employees to work better in achieving company goals and vice versa, if poor green work engagement conditions have the potential to cause employees to fall ill easily, get stressed easily, and have difficulty concentrating, which can affect the resulting performance. Therefore, it is one of the elements that must be paid attention to by the company so that it can create a feeling of security, peace and can increase good work results to improve employee performance.

This company also always improves the company's efficiency and effectiveness so that it can be achieved through the use of human resources (HR) because human resources are the factor that plays the most role in this matter. In other words, HR as employees in a company is a source of competitive advantage for a company so it is hoped that it will be optimal for the company. In a company, the level of employee performance can also be seen from the level of employee attendance itself.

Company PT. This HSL has a work schedule from 08.00-16.30 from Monday-Saturday. Meanwhile, for employees who arrive later than 08.15 (the tolerance limit) is quite high among all the employees in the company, whereas when they go home some employees who arrive late do not increase their return time, for example if they arrive at 08.15, it would be better to go home by adding the appropriate time. The arrival was late, but in practice some of those who were late still had the same return schedule as employees who were on time. This can be seen from table 1.1 data on employees arriving late from 2022 to December 2022, namely that the average number of employees who are still late each month is 14 employees. Meanwhile, the 15 employees who are often late are 15 employees from January to December 2023. This of course can affect the

performance of employees at the PT office. HSL in East Kotawaringin, Central Kalimantan Province, Indonesia. So this research aims to provide input to companies to improve performance with green leadership, green work engagement, job characteristics. Companies are expected to be able to develop green capabilities, motivate employees through green awards, and provide green opportunities for employees to improve performance so that in line with this it will result in higher productivity, quality, performance, waste reduction and profits.

LITERATURE REVIEW

Green Leadership

Green leadership is a type of leadership that focuses on developing, implementing and promoting sustainable and environmentally friendly business practices (Henriques et al., 2023). Leaders who practice green leadership not only pay attention to financial profits, but also take into account the social and environmental impacts of their decisions and actions (Ilg, 2019). They typically lead by example and encourage employees and organizations to adopt sustainable behaviors, such as reducing carbon emissions, saving energy, using environmentally friendly raw materials, and complying with environmental regulations and standards.

Green leadership also involves building a corporate culture that cares about the environment, supporting innovation for more sustainable solutions, and collaborating with stakeholders to achieve shared environmental goals (Ishaq et al., 2024). Leaders who are effective in green leadership have the ability to motivate, inspire, and direct people in the organization towards more environmentally friendly practices, while achieving sustainable business goals.

Green leadership is a method used by leaders to influence their followers. Each leader basically has different behavior in leading his followers, this behavior of leaders is called green leadership (Ogbeibu et al., 2022). Green leadership is a way for leaders to influence their subordinates which is expressed in the form of behavior patterns or personality. A leader is someone who has a program and who behaves together with group members by using a certain method or style, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the company in achieving predetermined goals (Cai et al., 2020).

Green leadership is a way for leaders to influence their subordinates to cooperate and work productively. Green leadership is a behavioral norm used by a person when that person tries to influence the behavior of other people or subordinates. A person's green leadership can be seen and assessed from several indicators as follows:

1. Decision Making Ability.

Decision making is a systematic approach to the nature of the alternatives faced and taking action that according to calculations is the most appropriate action.

2. Ability to Motivate.

Motivational ability is the driving force that results in an organization member being willing and willing to mobilize his or her abilities (in the form of

expertise or skills), energy and time to carry out various activities that are his or her responsibility and fulfill his or her obligations, in order to achieve the organization's goals and various targets that have been determined previously (Wahyuningsih, 2021).

3. Communication Skills.

Communication ability is the skill or ability to convey messages, ideas or thoughts to other people with the aim of the other person understanding what is meant well, directly verbally or indirectly.

A leader must have the desire to make other people follow his wishes by using personal power or position power effectively and appropriately for the long-term interests of the company. This includes telling other people what to do in a tone that varies from firm to demanding or even threatening. The goal is so that tasks can be completed well.

The important role of green leadership in improving organizational performance includes the following aspects (Abdou et al., 2023):

1. Innovation, Green leadership encourages innovation in the development of products, processes and services that are more environmentally friendly. Leaders who prioritize sustainability often encourage their teams to create new solutions that are more resource efficient and environmentally friendly.
2. Operational efficiency. Leaders who apply green leadership principles often identify opportunities to improve operational efficiency. For example, by reducing waste, optimizing energy use, or improving the efficient use of resources, organizations can reduce operational costs and increase profitability.
3. Employee involvement, Green leadership can increase employee involvement by providing opportunities for them to contribute to sustainable initiatives. Employees who feel that their organization cares about the environment tend to be more committed and passionate about their work, which in turn can increase productivity and overall performance.
4. Reputation and brand: Organizations led by green leadership tend to have a better reputation in the eyes of customers, investors and the general public. Implementing sustainable practices can strengthen brand image, increase customer loyalty, and attract the interest of investors who care about sustainability.
5. Compliance and risk Leaders who prioritize sustainability tend to ensure that their organizations comply with strict environmental regulations. By identifying and mitigating environmental risks, organizations can avoid legal sanctions, penalties, and other negative impacts on their business operations.

Green Work Engagement

Green work engagement is the social, psychological and physical life within a company that influences workers in carrying out their duties (Tran, 2023). Human life cannot be separated from various environmental conditions, between humans and the environment there is a very close relationship (Frare et

al., 2022). In this case, humans will always try to adapt to various environmental conditions around them. Likewise, when doing work, employees as humans cannot be separated from the various conditions around where they work, namely green work engagement. While carrying out work, each employee will interact with various conditions contained in green work engagement. Green work engagement is everything that is around workers and that can influence them in carrying out their assigned tasks (Putri et al., 2023).

Green work engagement is the totality of tools and materials encountered, the surrounding environment where a person works, work methods, and work arrangements both as an individual and as a group. Green work engagement conditions are said to be good or appropriate if people can carry out activities optimally, healthily, safely and comfortably. The suitability of green work engagement can be seen as a result over a long period of time, furthermore, a poor green work engagement environment can demand more labor and time and does not support the achievement of an efficient work system design (Bhutto et al., 2021).

Green work engagement must have a design in such a way that workers can create work relationships that bind workers to their environment. Green work engagement can only be said to be good if workers can carry out work activities safely, healthily and comfortably because if green work engagement is bad it can also have a bad impact on the company because it makes the workers unable to work optimally. Green work engagement indicators are as follows:

1. Facilities support

Light or illumination is very beneficial for employees in order to ensure safety and smooth work, therefore it is necessary to pay attention to the presence of lighting (light) that is bright but not dazzling. Light that is not clear (not enough) results in less clear vision, so that work will be slow, there will be many errors, and ultimately cause less efficiency in carrying out work, making it difficult to achieve organizational goals. Oxygen is a gas needed by living creatures to maintain life, namely for metabolic processes. The surrounding air is said to be dirty if the oxygen level in the air has decreased and has been mixed with gases or odors that are harmful to the body's health. The main source of fresh air is the plants around the workplace. Plants produce oxygen which is needed by humans.

2. Work environment atmosphere

One type of pollution that is quite busy for experts to overcome is noise, namely sounds that are unwanted by the ear. It is undesirable, because especially in the long term, this sound can disturb the peace of work, damage hearing, and cause communication errors, and according to research, serious noise can even cause death. Air pollution, because it can interfere with concentration at work, and persistent odors can affect olfactory sensitivity. Proper use of "air conditioner" is one method that can be used to eliminate annoying odors around the workplace.

3. Safety at Work

In order to keep the place and conditions of the green work engagement safe, it is necessary to pay attention to work safety. Therefore, the safety factor

needs to be realized. One effort to maintain security in the workplace is to utilize the personnel of the Security Officer Unit.

Job Characteristics

Job characteristics are the implementation of employee duties which include authority, responsibility and tasks that must be carried out, and can also increase the satisfaction that individuals obtain from the characteristics of the job in question (Holman et al., 2024). Job characteristics are the basis for employee productivity and job satisfaction and are designed to play an important role in the success and survival of the company. Job characteristics show how much decision making the employee makes regarding his work, and how many tasks the employee must complete (Cangialosi et al., 2023).

Job characteristics is an approach to job design that shows how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback. So it can be concluded that job characteristics are a manifestation of the internal aspects of the job itself, including variations in skills required, procedures and clarity of tasks, level of importance of tasks, authority and responsibility, as well as feedback from tasks designed so that employees can increase internal motivation and job satisfaction (Katz et al., 2023). Basically, each job definitely has its own characteristics, between one job and another it is possible that there are similar characteristics, but it is certain that the majority of jobs have different characteristics.

Each core dimension of work includes major aspects of work material that can influence a person's performance. The greater the variety of work activities carried out, the more meaningful a person will feel their work is. Indicators of job characteristics, namely:

1. Skill Variety (Diversity of Skills or Job Variations). The number of skills required to do the job. The more variety of skills used, the less boring a job will be.
2. Task Identity (Task Identity). Job identity that allows employees to carry out their work as fully as possible. Employees who individually work on a small part of the work cannot identify one product with the employee's efforts. If the task is expanded to produce a product as a whole or its identifiable parts, then a task identity has been established.
3. Task Significance (Task significance). Important tasks refer to how much impact the work has on other people, as perceived by society. The impact may be on other people in the organization concerned or the impact on other parties outside the company. The important thing is that employees believe that they have done something important in the organization and/or society.

Job characteristics that provide certain policies and control for employees over work-related decisions and this is fundamental to creating a sense of responsibility in employees (Wan et al., 2018). Information that tells employees about how well their work performance has been achieved during their work. Feedback arises from the work itself, superiors or supervisors, and other employees. Furthermore, employees need to know how well their achievements have been done within the employee's time period as often as possible because

employees recognize that achievements do vary and one way to make adjustments is to find out how employees are currently performing (Masharyono et al., 2023).

Performance

Performance is the quality and quantity of work results that have been achieved by an employee or employees in carrying out their duties in accordance with the responsibilities that have been given to them (Awan et al., 2020). The quality referred to here is seen from cleanliness, smoothness and thoroughness in carrying out their duties and work. Meanwhile, what is meant by quantity is seen from the amount of work that must be completed by the employee or employees. Good performance is one of the organization's targets in achieving high work productivity. Achieving good performance cannot be separated from the good quality of human resources (Sharma & Taneja, 2018).

Performance is the result of work achieved individually or institutionally, which means that performance is the final result obtained individually or in a group. In carrying out their duties, people or institutions are given authority and responsibility, which means that people or institutions are given the rights and power to act so that their work can be carried out well (Siraj & Hågen, 2023).

However, the person or institution must still be under control, that is, accountable for their work to the person giving the rights and authority so that they will not abuse their rights and authority. Work must be carried out legally, which means that in carrying out tasks, individuals or institutions must follow established rules (Yingfei et al., 2022). Work does not conflict with morals or ethics, meaning that apart from following established rules, the work must be in accordance with generally accepted morals and ethics.

Based on the definition of performance from several opinions above, performance is a match of work results achieved by employees with predetermined standards. Performance also means the results achieved by a person, both quantity and quality, in an organization in accordance with the responsibilities given to him.

The indicators of employee performance used to conduct research are according to (Pradhan & Jena, 2017), namely:

1. Work Quality, is the level where the final results achieved are close to perfect in the sense of meeting the goals expected by the company.
2. Output Quantity, namely the amount produced which is expressed in terms of a number of work units or is the number of activity cycles produced.
3. Reliability or not, reflects how a person completes a job assigned to him with a high level of accuracy, will and enthusiasm.
4. Collaboration, an activity carried out to achieve one goal carried out together.

A framework is a conceptual model of how a theory relates to factors related to what has been identified as an important problem. In this research, to solve the direction in solving the analysis of the problems faced, it is first necessary to present a picture in the form of a framework as follows:

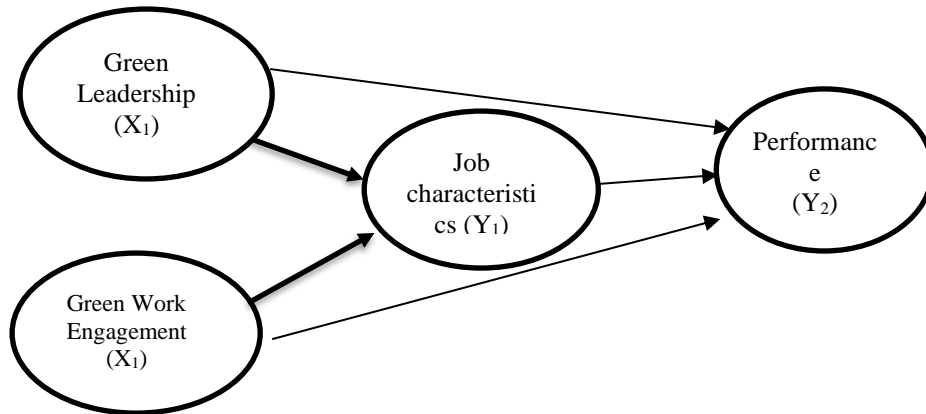


Figure 1. Research Conceptual Framework

A variable can influence another variable, so that there is a cause and effect relationship where the independent variable is Green leadership (X1), Green work engagement (X2) while Job Characteristics (Y1) is the mediating variable, the dependent variable is Employee Performance (Y2). A hypothesis is a temporary answer to a research problem, until proven through collected data. A hypothesis will be accepted if the data collected supports the statement. A hypothesis is a basic assumption which then creates a theory whose truth still needs to be tested. So a hypothesis is a temporary answer to the statements put forward in the problem formulation. In relation to the influence of green leadership, green work engagement and job characteristics on employee performance above, the hypothesis formulation in this research is:

- H1. Green leadership influences employee performance at PT. HSL
- H2. Green work engagement influences employee performance at PT. HSL
- H3. Job characteristics influence employee performance at PT. HSL
- H4. Green leadership influences job characteristics at PT. HSL
- H5. Green work engagement influences job characteristics at PT. HSL
- H6. Job characteristics mediate green leadership on employee performance at PT. HSL.
- H7. Job characteristics mediate green work engagement on employee performance at PT. HSL.

METHODOLOGY

This research is quantitative research using population and samples. Quantitative research is a type of research that produces discoveries that can be achieved (obtained) using statistical procedures or other means of quantification (measurement). This quantitative research process starts from theory, hypothesis, research design, selecting subjects, collecting data, processing data, analyzing data, and writing conclusions. According to (Kristinae et al., 2023) quantitative research methods can be interpreted as research methods that are based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. Descriptive analysis is carried out by providing a description or description of the characteristics of the respondents as well as the frequency distribution using a questionnaire or research questionnaire that has been given to the respondents in order to obtain the frequency, percentage and average score of the respondents' answers. Based on the scores obtained, they are then analyzed to reveal the phenomena contained in each variable with the respondents' perceptions (Aref Puadi et al., 2023).

The location that the researcher chose to use as a place for this research was the PT Hutan Sawit Lestari in East Kotawaringin which was established in 2004. This company is located in Tualan Hulu District and Cempaga Hulu District, East Kotawaringin Regency, Central Kalimantan Province, which is flanked by Damar Makmur Village, Mekar Sari Village, Tanjung Jorong Village, Luwuk Sampun Village, Merah Village and Tumbang Mujam Village, as well as Koling Village, also Luwuk Kuhat Hamlet and Tumbang Sanak Hamlet.

Population is a generalized area consisting of objects or subjects that have a certain quantity of characteristics determined (Meitiana et al., 2023) by the researcher to be studied and then conclusions drawn. The sample of respondents for this research were all employees at the PT office. There are 60 people in the Sustainable Palm Oil Forest at the office.

RESULTS AND DISCUSSION

Validity test is a test used to show the extent to which the measuring instrument used measures what is being measured. States that the validity test is used to measure whether a questionnaire is valid or not (Christa & Kristinae, 2021). A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure. Validity is the aspect of measurement accuracy of a valid measuring instrument that can carry out its measuring function correctly, and also has high accuracy. The meaning of accuracy here is being able to detect small differences in the attributes being measured. Following are the results of the analysis from the questionnaire, it can be seen that the outer loading value meets the statistical requirements.

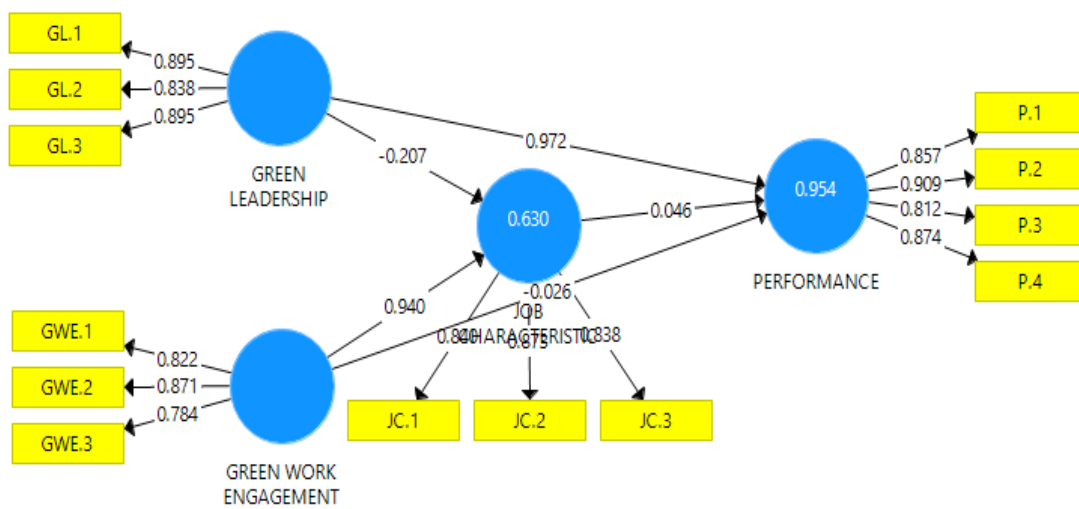


Figure 2. Analysis Results From Questionnaires

Reliability test is a test to ensure whether the research questionnaire that will be used to collect research variable data is reliable or not. A questionnaire is said to be reliable if the questionnaire is repeated and the same results will be obtained. Following are the results of the outer loading values.

Table 1. Outer Loading

Variable	Indicator item	Outer Loading
Green Leadership	Decision Making (GL.1)	0.895
	Motivation (GL.2)	0.838
	Communication (GL.3)	0.895
Green Work Engagement	Facilities support (GWE.1)	0.822
	Work environment atmosphere (GWE.2)	0.871
	Workplace Safety (GWE.3)	0.784
Job Characteristics	<i>Skill Variety</i> (JC.1)	0.840
	<i>Task Identity</i> (JC.2)	0.873
	<i>Task Significance</i> (JC.3)	0.838
Customer Loyalty	Work Quality (P.1)	0.857
	Output Quantity (P.2)	0.909
	Work Reliability (P.3)	0.812
	Cooperation (P.4)	0.874

Source: author, (2024)

According valid means that the instrument can be used to measure what should be measured. Valid shows the degree of accuracy between the data that actually occurs on the object and the data that can be collected by researchers. The reliability test is calculated using the Cronbach's Alpha formula (Kristinae et al., 2020). If it is greater than 0.70, it is declared reliable, and the analysis results show it is reliable. The results of present the outer loading values from the processing results in SmartPLS for indicators that are reflective of indicator items whose values are below the required values.

Table 2. Goodness of Fit Test Results

Structural Model	Endogen Variable	R-Square
1	Job Characteristic	0.630
2	Performance	0.954

Source: Author, 2024

Based on the value of the coefficient of determination (R2), Q2 can be determined using the following calculation:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - \{(1 - 0,39) (1 - 0,91)\} \\
 &= 1 - \{(0,61) (0,09)\} \\
 &= 1 - 0,054 \\
 &= 0,946 \\
 &= \mathbf{94,6\%}
 \end{aligned}$$

The predictive relevance value obtained was $Q^2 = 0.946$ or 94.6 percent. This can be interpreted that the model can explain the phenomenon of performance which is associated with the green leadership, green work

engagement, job characteristics of 94.6 percent, the remaining 5.4 percent is explained by errors and variables, others that are not yet included in the model. This hypothesis testing stage is to test the research hypothesis as stated in chapter II. Hypothesis testing is based on processing research data using the output analysis results in table 1. Testing is carried out using a t-test, if a p-value ≤ 0.05 (alpha 5%) and a t-test 1.97 are obtained, it is concluded that it is significant and vice versa.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composity Reliable	AVE
Green Leadership	0.849	0.909	0.768
Green Work Engagement	0.766	0.866	0.683
Job Characteristic	0.809	0.887	0.723
Performance	0.886	0.922	0.746

Source: analysis data by author, 2024

After analyzing the Smart PLS 3.0 application, based on the results of outer loading > 0.7 , the variable role values indicate each relationship in the inner model in Figure 2 of the research results, to answer the following research hypothesis. Based on the results of the convergent validity indicator test, there is an outer loading value that meets the statistical requirements, namely > 0.7 , meaning it is valid as a research instrument.

Table 4. Test of Research Hypothesis Results

Hypothesis	Variabel	Original Sample	Sample Mean	Standard Deviation	T-Statistic	P Values	Result
H1	Green Leadership → Performance	0.972	0.973	0.034	28.389	0.000	Accepted
H2	Green Work Engagement → Performance	-0.026	-0.026	0.054	0.484	0.314	Not Accepted
H3	Green Leadership → Job Characteristics	-0.207	-0.223	0.177	1.170	0.121	Not Accepted
H4	Green Work	0.940	0.958	0.137	6.846	0.000	Accepted

	Engagement → Job Characteristics						
H5	Job Characteristics → Performance	0.046	0.043	0.055	0.840	0.201	Not Accepted
H6	Green Leadership → Job Characteristics → Performance	0.463	0.464	0.171	5.925	0.000	Accepted
H7	Green Work Engagement → Job Characteristics → Performance	0.401	0.402	0.193	5.438	0.000	Accepted

Source: Author, (2024)

The test results show that the p-value for green leadership on performance is $0.000 < 0.05$ and the t-statistic value is $28,386 > 1.97$ (t-table) meaning that hypothesis 1 states that Green Leadership has a positive and significant effect on Performance, with Thus the first hypothesis (H1) can be accepted. The test results show that the p-value for green work engagement on performance is $0.314 > 0.05$ and the t-statistic value is $0.484 < 1.97$ (t-table) meaning that hypothesis 2 states that Green Work Engagement has no positive and insignificant effect. on Performance, thus the first hypothesis (H2) can be rejected. The test results show that the p-value for green leadership on performance is $0.121 > 0.05$ and the t-statistic value is $1,170 < 1.97$ (t-table) meaning that hypothesis 3 states that green leadership has no positive and insignificant effect on jobs. Characteristic, thus the first hypothesis (H3) can be rejected.

The test results show that the p-value for green work engagement on job characteristics is $0.000 < 0.05$ and the t-statistic value is $6,846 > 1.97$ (t-table) meaning that hypothesis 4 states that green work engagement has a positive and significant effect on job characteristics, thus the first hypothesis (H4) can be accepted. The test results show that the p-value for job characteristics on performance is $0.201 > 0.05$ and the t-statistic value is $0.840 < 1.97$ (t-table) meaning that hypothesis 5 states that job characteristics have no positive and

insignificant effect on performance. , thus the first hypothesis (H5) can be rejected.

The next research result is an analysis for mediation which states that the relationship between the independent variable and the dependent variable with the mediation of job characteristics has a positive and significant effect. The test results show that the p-value for the mediation of job characteristics on the relationship between green leadership and performance is $0.000 < 0.05$ and the t-statistic value is $5,925 > 1.97$ (t-table) meaning that hypothesis 6 states that green leadership has a positive effect and significant impact on performance with the mediation of job characteristics, thus the first hypothesis (H6) can be accepted. The test results show that the p-value for mediating job characteristics on the relationship between green work engagement and performance is $0.000 < 0.05$ and the t-statistic value is $5,438 > 1.97$ (t-table) meaning hypothesis 7 which states that green work engagement has an effect positive and significant on performance as mediated by job characteristics, thus the first hypothesis (H7) can be accepted.

The results explain that Green leadership is a method used by leaders to influence their followers. Every leader basically has different behavior in leading his followers. This behavior of leaders is called green leadership

Based on the results of the partial analysis, it was found that the β green leadership coefficient was positive. The positive sign indicates that the relationship between the green leadership variable and the employee performance variable is unidirectional, meaning that the better the green leadership, the better the performance.

The results of Green work engagement are all physical conditions around the workplace that can influence employees either directly or indirectly, the results of which are not significant, indicating that the job characteristics have been created in accordance with the employee's background and expertise. These results provide evidence that green work engagement is not a driver of high job characteristics.

Based on the results of partial analysis, it was found that the β coefficient of green work engagement is positive, the positive sign indicates that the relationship between the variables is in the same direction but the results of the t-statistic and p-value are low or do not meet statistical requirements, meaning that the more variable green work engagement is. given to employees there is no correlation in job characteristics.

Job characteristics are the implementation of employee duties which include authority, responsibility and tasks that must be carried out, and can also increase the satisfaction that individuals obtain from the characteristics of the job in question. Job characteristics are the basis for employee productivity and job satisfaction and are designed to play an important role in the success and survival of the company.

Based on the results of the partial analysis, it was found that the β coefficient of job characteristics is positive. The positive sign indicates that the relationship between the job characteristics variable and the performance

variable is unidirectional, meaning that the better the job characteristics given to employees, the better their performance will be.

CONCLUSIONS

PT HSL carries a vision and mission: To become a sustainable, superior, friendly and civilized company. Meanwhile, the company motto is "Let us continue to progress and develop together with employees and society." As the name suggests, PT. HSL prioritizes Good Corporate Governance (GCG) in managing its business, by adhering to the principle of "Progressing and Developing Together with Employees and the Community. Based on the results of the analysis, it was found that green leadership, green work engagement and job characteristics are positive, the positive sign shows that the relationship between the variables green leadership, green work engagement, job characteristics and performance variables is in the same direction, meaning that the better the green leadership, work environment and the job characteristics given to an employee, the better his performance will be. Green Leadership is green leadership involving leaders who are examples of environmentally friendly practices. When leaders adopt sustainable behavior, it inspires and motivates employees to follow in the same footsteps. Leadership that shows commitment to green initiatives will create an organizational culture that supports environmentally friendly practices.

Green Work Engagement refers to strategic planning to manage human resources appropriately in that employee involvement in environmentally friendly practices, such as waste reduction, energy savings, and more efficient use of resources, can increase motivation and engagement in work. Employees who feel involved in efforts to protect the environment will tend to be more enthusiastic and productive in their work. with the company's objectives in environmental management. Implementation demonstrates Green leadership and worker involvement in environmentally friendly practices often drives innovation and increased efficiency. When organizations commit to prioritizing sustainability, this encourages the development of creative and efficient solutions to environmental and business challenges and overall can increase employee environmentally friendly behavior and can improve company performance.

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