

Impact Of Participatory Leadership On Employee Green Behavior With Green Commitment As Mediation In A “Regional Secretariat” Organization

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ABSTRACT:

This study examines three variables, namely participatory leadership, Green Commitment, and Employee Green Behavior. The purpose of this study is to analyze and explain the effect of participatory leadership on Employee Green Behavior by testing Green Commitment as a mediation. Research respondents are employees who work in an office “Regional Secretariat”, Indonesia. A total of 84 employees became the sample of this study. The data analysis technique is descriptive, and multiple linear regression to confirm a structural equation model built by the researcher. A quantitative approach was chosen to explain the influence between research variables. Collecting data using a questionnaire. The results of this study found that the participatory leadership style increased the application of Green Commitment which in turn had a positive impact on the Employee Green Behavior of employees of an office "Regional Secretariat"

KEYWORDS: Participatory Leadership, Green Commitment, Employee Green Behavior.

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I. INTRODUCTION

Environmental issues are an important global issue. Environmental issues develop following technological, economic, social, cultural, and political developments. Environmental problems are an integral part of the implementation of development. Likewise, office and administrative activities are an inseparable part of the daily activities of an organization. Various activities in the office use a lot of energy (electricity & water) and also produce waste that can harm the environment. Such as paper waste and especially plastic. Many offices are not aware of the potential negative impact. such as pollution, poisoning, noise, to environmental destruction. Problems caused by environmental damage include air pollution, climate change or global warming, depletion of natural resources. So that the existence and attention related to the environment of a government office in Indonesia become the center of attention for research.

One of the efforts to prevent and reduce pollution caused by office activities is to implement an Environmental Management System, namely ISO 14000 for the office environment. ISO 14000 also applies the concept of Eco-Office or Green Office. Eco-Office is one of the effective efforts to create an environmentally friendly office community, namely creating a clean, beautiful, comfortable, and healthy office environment.

The Green Office concept is believed to be able to reduce the consumption of office supplies and the use of excessive energy, creating a conducive work environment which is then expected to make a positive contribution to environmental improvement. As an example, it is wise to use electricity in the office because it is related to fuel and air pollution.

Local Government socialization related to Eco Office and energy saving has been carried out since 2017, to support the policies of the central government and the government of East Java Province. As has been done by the "Regional Secretariat" office at the research site. The socialization that has been carried out is increasing environmental awareness behaviors, such as electronic attendance and recommendations to save paper usage, save energy by using LED lights, and calls to replace leaking water faucets and turn off water faucets when not in use. Other efforts made to support environmentally friendly offices in the "Regional Secretariat" office are structuring a green open environment according to the Eco Office guidelines, which is 30% of the office area, and providing segregated trash bins as an implementation of the Reduce, Reuse and Recycle (3R) concept.

Related to environmental issues, employee behavior to care about environmental sustainability or Employee Green Behavior, especially in government organizations as policymakers are very important. The practice of "going green" is an international effort to tackle environmental problems. Organizations, both public and private, are expected to be able to carry out the "go green" program well so that environmental sustainability is well maintained.

Research conducted by Trimono and Nawangsari (2019), states that Employee Green Behavior is influenced by Green Commitment, Green Transformational Leadership, and Job Satisfaction. Wang et al. (2018) in their research said that to support employee green behavior it is necessary to know the factors that influence employee behavior. The research results of Wang et al. (2018) prove that green transformational leadership has a positive effect on employees' green behavior.

Previous research on employee green behavior mostly examined green transformational leadership as an influencing variable. Very few studies discuss participatory leadership concerning employee behavior. Most previous studies examined the relationship between participatory leadership concerning employee or employee performance. For this reason, on this occasion, the researcher wants to conduct a study to determine the clarity of the influence of participatory leadership on employee green behavior with green commitment as a mediating variable.

II. LITERATURE REVIEW

Employee Green Behavior. According to Trimono and Nawangsari (2019), green behavior is the behavior of protecting and preserving the environment, this is due to awareness and a sense of responsibility for the preservation of the universe. As explained by Keraf (2014) that humans have a sense of belonging and love the nature in which they live, so humans should learn to cope with their environment. Green behavior implementation is based on values, norms, and love for the universe.

Green Commitment. Green Commitment is the attitude or behavior of employees to maintain membership in an organization, as well as support and carry out organizational goals, especially all things related to environmental sustainability, and are fully voluntary, and committed to being more than just loyal. Awareness of "green behavior", as well as employee commitment to realize the importance of green behavior. Green behavior is formed by a strong commitment to environmentally friendly behavior, not just the demands of organizational management. Commitment to the environment is an important factor to find out more about environmentally friendly worker behavior (Wang et al., 2016).

Participatory Leadership. According to Robins (2002) leadership is a skill to influence employees so that they are willing to do work to successfully achieve goals. According to Siagian (2007), a leader must be able to realize the morale of his employees. This shows that the success or failure of an organization in achieving its goals depends on the leader. Therefore, we need an approach to employees so that leaders can exert influence on employees. According to Siagian (2007), the participatory leadership style is a leadership style in which a leader involves all his employees in decision making. So there is an impression that this participatory leadership style can foster a high sense of democracy.

III. RESEARCH CONCEPT FRAMEWORK

Several previous studies have shown that leadership style affects organizational commitment. Darmawan and Putri's research (2017) shows that leadership style affects organizational commitment by paying attention to job satisfaction intervening. In addition, Salahuddin (2013) also concludes that leadership has a significant effect on organizational commitment for company employees. The difference between this study and previous research is that in previous studies, most researchers associated green commitment with transformational leadership style, but in this study, researchers wanted to explore research by examining the effect of participatory leadership style on green commitment.

This study measures participatory leadership in the opinion of Vroom and Yetto (1973) using measures such as the decision-making process, the state of the situation, decision acceptance, and decision rules.

According to Siagian (2007), the participatory leadership style is a leadership style in which a leader involves all his employees in decision making. So there is an impression that this participatory leadership style can foster a high sense of democracy. This will also affect employees, they feel valued because they are directly involved in policymaking. If viewed from the understanding of participatory leadership style above, participatory leadership style will likely influence changes in employee green behavior. To support this thought, the researchers took the results of Wang et al. (2018). The research results of Wang et al. (2018) show that green transformational leadership is positively related to green employee behavior. The researcher chose the participatory leadership style variable in this study because the participatory leadership style has the same possibility as a transformational leadership style in influencing employee green behavior where the leader listens to the aspirations of subordinates in making decisions.

In addition, another reason researchers choose the participatory leadership style is that no research examines the effect of participatory leadership style on employee green behavior. The indicators that are used to measure work behavior in this study are taken according to Bryson's opinion (2003), which include cooperatives social skills (social relations skills), work habits (work habits), and personal presentation (self-control).

Work commitment is a condition of an employee who favors a particular organization, as well as its goals and desires to maintain membership in the organization (Robbins and Judge, 2008). Steers and Poeter (1983) say that work commitment includes shared values and goals between individuals and companies, member involvement, and loyalty from members. According to Nawangsari and Trimono (2019), green behavior is behavior to protect and maintain the environment which is carried out because of awareness and a sense of responsibility for the preservation of the universe. Green behavior is formed by a strong commitment to the importance of environmentally friendly behavior, not just the demands of organizational management. Commitment to the environment is an important factor in predicting environmentally friendly worker behavior (Wang et al., 2016). If individuals are committed to being environmentally friendly, it will result in green behavior change for now and in the future. Research by Safari et al. (2018) shows that if the commitment to being environmentally friendly in the organization increases, the green behavior of employees will increase. Green Commitment in this study uses indicators from Robbins and Judge (2008), namely affective commitment and normative commitment. The reason the researchers took this aspect as an aspect of the study was that these two aspects were considered more influential in supporting employee green behavior at the research site.

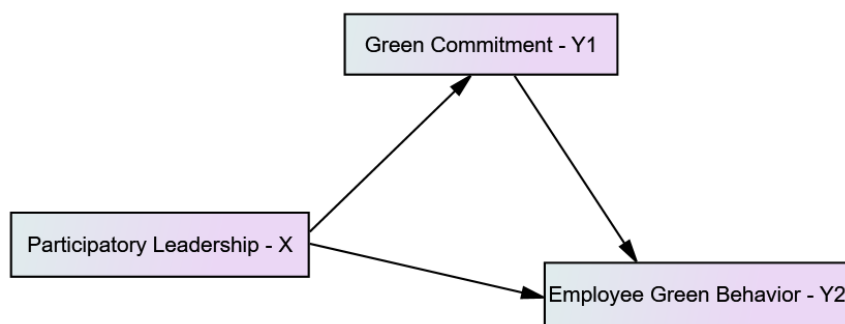
Green commitment in this research is in the form of policies that are passed down from the Central Government to Regional Governments, one of which is the issuance of Government Regulation No. 70 in 2009 regarding energy conservation. Furthermore, in 2011 in Indonesia, Presidential Instruction No. 13 was issued regarding activities to save water and energy resources. Then in 2012 the Minister of Energy and Mineral Resources issued regulations No. 13 and 15 regarding policies to save electricity and water resources. With the Central Government's policy related to environmental care, regional governments are committed to supporting this policy by conducting socialization and implementing an eco office since 2017.

The research hypotheses are:

H1: Participatory Leadership has a significant positive effect on Employee Green Behavior

H2: Green Commitment can mediate the influence of Participatory Leadership on Employee Green Behavior

Figure 1. Research Conceptual Framework



IV. RESEARCH METHODS

This research design is quantitative and has two research hypotheses. Path analysis is used to explain the influence between the variables studied. The value of the standardized coefficient on the structural equation model was obtained from linear regression analysis twice. The standardized coefficients of direct effect were compared with indirect effects in the structural equation model to determine which path was the strongest. Likert scale questionnaire used to collect data on choice 1 is strongly disagree, 2 disagrees, 3 is neutral, 4 agrees and choice 5 strongly agrees.

Population and Sample. Research respondents are employees of a "Regional Secretariat" office located in the eastern part of the island of Java, Indonesia. A total of 107 employees as the population of research respondents. The Slovin formula is used to determine the sample by considering an error rate of 5% so that the total sample size is 84 respondents from a population of 107 employees. The sampling technique used is simple random sampling with the consideration that every employee has the same opportunity to answer the research questionnaire.

Variables and Indicators. Participatory leadership is measured by four indicators, namely the decision-making process, situation variables, decision acceptance, decision rules. Green Commitment is measured by two indicators, namely Green Affective Commitment, Green Normative Commitment. Employee Green Behavior is measured by three indicators, namely Green Cooperatives Social Skills, Green Work Habits, and Green Personal Presentation. The structure of variables, indicators, and the number of research instruments is presented in Table 1.

Table 1. Variables, indicators, and references

Variables	Indicators	references
Participatory leadership (X)	decision-making process	Vroom and Yetto (1973)
	situation variables	
	decision acceptance	
	decision rules	
Green Commitment (Y1)	Green Affective Commitment	Robbins and Judge (2008)
	Green Normative Commitment	Wang et al. (2016) Safari et al. (2018)
Employee green behavior (Y2)	Green Cooperative Social Skill	Bryson (2003) ²
	Green Work Habit	
	Green Personal Presentation	

V. RESEARCH RESULT

Analysis of data processing using the SPSS (Statistical Package for Social Science) program. There are three research variables and 9 indicators. The results of testing the validity and reliability proved valid. The results of the analysis show that the probability value of each indicator does not exceed the 5% error rate. The results of the research instrument reliability test showed a good level of reliability as evidenced by the Chronbach alpha value greater than 0.60. The results of the descriptive analysis for each research variable and indicator can be presented in the detection average column in Table.2

Table 2. Detection of average values for indicators

Variables	Indicators	Detection Average
participatory leadership (X)	decision-making process	superior
	situation variables	normal
	decision acceptance	normal
	decision rules	normal
green Commitment (Y1)	Green Affective Commitment	superior
	Green Normative Commitment	normal
employee green behavior (Y2)	Green Cooperative Social Skill	superior
	Green Work Habit	normal
	Green Personal Presentation	normal

The description of the respondent's perception can be analyzed from the average value generated by the indicator. The indicator that best describes the participatory leadership variable is the decision-making process, especially regarding the leader inviting subordinates to discuss in solving problems.

The indicator that best describes the Green Commitment variable is Green Affective Commitment, which means that the majority of "Regional Secretariat" employees agree that they are responsible for and take part in preserving the office environment. Employee Green Behavior variable, the indicator that best describes is Green Cooperative Social Skill, which means the majority of "Regional Secretariat" employees agree that they have good Green Cooperative Social Skills, especially in terms of willingness to work together and willingness to remind each other in preserving the environment office.

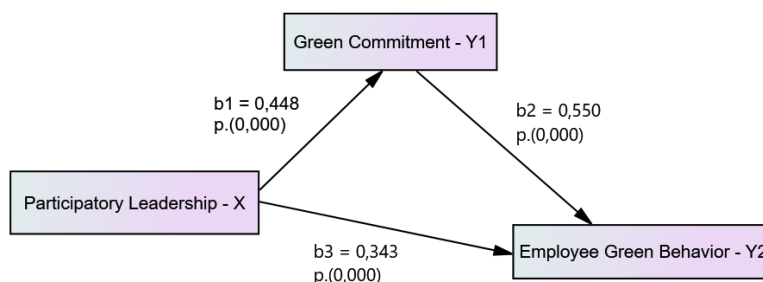
To build a structural equation model, regression was carried out twice. The results of the regression model equation are as follows:

First multiple linear regression model: $Y1=0.448X+ e1$

Second multiple linear regression model: $Y2=0,343X+ 0,550Y1+ e2$

(Note: X is Participatory Leadership; Y1 is Green Commitment; Y2 is Employee Green Behavior)

Figure 2. Results of structural equation model



There are three regression coefficients in the structural equation model above and all three have a significant effect. The results of the path analysis evaluation are presented in Table 2.

Table 3. Path analysis results

Variables	Direct effect	p.	Indirect effect	Total effect	Result
Participatory Leadership to Green Commitment	0,448	0,000	–	–	-
Participatory Leadership to Employee Green Behavior	0,343	0,000	–	–	H1 Accepted
Green Commitment to Employee Green Behavior	0,550	0,000	–	–	-
Participatory Leadership to Green Commitment and also to Employee Green Behavior	0,343*	-	0,448* X 0,550* = 0,246*	0,343* + 0,246* = 0,589*	H2 Accepted

*) Level significant (p) less than 5%

Table 2. This shows that all paths in the structural equation model show a significant effect. Thus, it has been proven that hypotheses one and two can be proven in this path analysis. If it is observed, that the direct influence of Participatory Leadership on Employee Green Behavior is 0.343 stronger than the direct influence of Participatory Leadership on Green Commitment followed by Employee Green Behavior which is 0.246. This comparison shows that Green Commitment is proven to be mediating, but it is still weak.

VI. DISCUSSION

Confirmation of the first hypothesis shows that Participatory Leadership has a positive and significant effect on Employee Green Behavior. The attitude of the leader who always invites subordinates to discuss in solving problems has quite an effect on the behavior of employees in the "Regional Secretariat" office in addressing environmental problems. This leadership attitude is the best solution and can be accepted by most employees. In addition, leaders are willing to accept input from subordinates before making decisions. The decision-making becomes a policy that must be obeyed.

Participatory Leadership has a positive and significant effect on Green Commitment. This means that participatory leadership can increase employee commitment and awareness to preserve the environment, especially the environment in the "Regional Secretariat" office. This is following the Eco Office policy.

Green Commitment has a positive and significant effect on Employee Green Behavior, this means that the higher the application of Green Commitment for office employees, the more they can improve Employee Green Behavior. Green Affective Commitment appears in a sense of responsibility and feeling part of the natural environment that needs to be preserved. A sense of being a part of preserving the office environment and being responsible for the preservation of the office environment demonstrates the behavior of implementing Eco Office policies.

Green Commitment plays a positive and significant role as a mediation on the influence of participatory leadership on Employee Green Behavior. This means that the Green Commitment at the research site can create work behavior that cares about the environment. This is due to the participatory style of leadership. This participatory leadership style can create a climate that makes employees feel involved in solving problems,

especially those related to environmental conservation/green. This is in line with the opinion of Siagian (2007) which states that participatory leadership style is a leadership style where a leader involves all his employees in making the decision. So there is an impression that this participatory leadership style can foster a high sense of democracy.

VII. CONCLUSIONS AND SUGGESTIONS

The results of the study prove that participatory leadership supports the development of Employee Green Behavior, this illustrates that the leadership provides opportunities for employees to participate and participate in problem-solving and decision making so that the decisions taken can be accepted by employees and affect employee behavior. Participatory Leadership also increases the application of Green Commitment, this is because in participatory leadership decisions are taken by considering the opinions of subordinates to create a common perception, especially regarding the implementation of Green Commitment.

Employee Green Behavior is also supported by the Green Commitment, where the higher the Green Commitment of the employees, especially those related to environmental sustainability, the easier it is to implement Employee Green Behavior. Green Commitment can mediate Participatory Leadership and Employee Green Behavior. This means that Green Commitment is still needed by leaders even though it is not so big. It is shown that Participatory Leadership has a stronger effect on Employee Green Behavior, Green Commitment support is not so strong.

For the implementation of Employee Green Behavior to be accepted and implemented properly in government agencies, it is necessary to increase the Green Cooperative Social Skill and Green Work Habit for employees. For this reason, there needs to be a future research study that examines Employee Green Behavior in government agencies such as "organizational green culture" and "organizational green climate"

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