

Uncertain Supply Chain Management

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Investigating the role of leadership, organizational pressure and the work environment on green supply chain performance: Evidence from the Indonesian SMEs

Triyono^{a*}, Rissari Yayuk^b, Jahdiah^b, Ani Muttaqiyathun^c, Jumintono^d, Chafid Fandeli^e, Prabang Setyono^d and Suranto^a

^aGraduate School of Universitas Sebelas Maret, Surakarta, Indonesia

^bBadan Riset dan Inovasi Nasional, Indonesia

^cUniversitas Ahmad Dahlan Yogyakarta, Indonesia

^dMagister of Educational Management, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

^eDepartment of Environment Science, Institut Teknologi Yogyakarta, Yogyakarta, Indonesia

ABSTRACT

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This study aims to analyze and examine the effect of leadership on small and medium enterprise (SMEs) green supply chain performance, the effect of organizational pressure on SMEs' green supply chain performance and the effect of the environment on green supply chain performance of the SMEs. The research method is a quantitative method, data analysis uses structural equation modeling (SEM) with SmartPLS 3.0 software tools. The population of this study is internal auditors who have experience in cyber security and information technology. The sample for this study was 490 respondents of SMEs owners who were determined by the snowball sampling method. The research data was obtained from an online questionnaire which was distributed via social media. The questionnaire was designed using a Likert scale of 1 to 6. The stages of data analysis were validity test, reliability test and significance test. The results indicate that leadership has a positive and significant effect on the performance of the green supply chain of SMEs, organizational pressure has a negative and significant effect on the green supply chain and the environment has a positive and significant effect as well. Improving SMEs' green supply chain performance requires increased leadership, reduced organizational pressure and an improved work environment. This study generates a leadership relationship model on green supply chain performance, organizational pressure on green supply chain performance and environment on green supply chain performance.

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1. Introduction

In the revolution industry 4.0 era small and medium enterprises (SMEs) play an important role in Indonesia's economic growth since they are accounted for the biggest portion of the gross domestic product (GDP). Based on data from the Investment Coordinating Board, SMEs have a contribution to GDP of 61.97% of the total national GDP or equivalent to IDR 8,500 trillion in 2022. SMEs also absorbed 97% of the workforce in the same year. The role of SMEs is so vital that governments in various regions always try to accommodate and provide support for the progress of SMEs. After the weakening of economic growth due to the Covid-19 pandemic, there is currently a growing issue of the threat of a recession in 2023 which is worrying several countries including Indonesia. The threat of a recession was caused by an increase in global inflation due to the pandemic which disrupted supply disruption and war between Russia and Ukraine which was accompanied by tightening monetary policies in developed countries. The right solution in dealing with a recession is to have proven and successful SMEs during difficult times. SMEs are at the forefront that can survive and become a way out in facing economic problems. Indonesia has the potential to become a strong economic base because the number of SMEs in Indonesia has reached 64.2 million units, with details of 63.4 million micro businesses, 783.1 thousand small businesses, and 60.7 thousand medium businesses. SMEs

* Corresponding author

E-mail address trivonoagp@gmail.com (Triyono)

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have also contributed to absorbing 119.6 million or 96.92% of the total workforce in Indonesian business units. Awareness of the importance of SMEs for economic sustainability in Indonesia must be set forth in policies and regulations from the government to be able to manage and strengthen the role of SMEs. In such case, the government must also cooperate with the banking sector and the private sector in creating capital schemes that are easily accessible to SMEs.

According to Ahmad et al. (2021), leadership is included as part of the organizational components which can affect employee performance. When discussing leadership, we normally refer to a leader. A leader in human resource management is needed to manage his/her subordinates to work well so that company goals can be achieved. In addition to leadership, this work environment can affect performance since employees must have perceptions of their work environment. The work environment consists of two kinds, namely the physical work environment and non-physical work environment. The concept of human resources is associated with what will be discussed is employees where they have a motivation in doing work. According to Chen et al. (2023), motivation can be influenced by many things, but basically in a company, the leader plays a very big role in motivating employees, even so, there are many other things that affect the motivation of these employees. Workers are an inseparable part of the company since it is realized that apart from technology, there are also other elements that can affect a company including its workers, so workers become the most important thing because companies can not only depend on technology, but also depend on their workers to work together in doing work, and also potential and highly skilled workers are needed, but in supporting that all good leadership is also needed to develop, control and provide necessary direction to the workers to reach better performance.

Good performance will also have a good impact on increasing productivity and leadership can affect the level of performance of its workers. According to Bass and Bass Bernard (1985) the workers' performance is not only influenced by leadership but also it depends on the work environment itself. The work environment is also very important for companies to pay attention to. The work environment does not carry out the production process within a company, but the work environment has a direct influence on the performance of workers in carrying out the production process. If Employees like the work environment where they work, then these employees will feel at home at work, carry out their activities so that work time is used effectively. According to Tangen (2005), productivity will increase automatically when employee work performance increases. From the several statements above, it can be concluded that leadership and the work environment greatly influence employee performance, but leadership and the work environment are often seen as not meeting the expectations of workers. First, in leadership, some policies and attitudes of leaders cannot be accepted by workers since they are considered not good or not according to employee expectations. The second is an unfavorable work environment, for example the workload is too much and the relationship between leaders and workers as well as relationships among workers are not harmonious. So this condition will have an impact on decreasing employee performance so that the work results are unsatisfactory. Thus, when the leadership and work environment are felt to be not good by the workers, the workers will naturally feel uncomfortable and it will have an undesirable impact on decreasing the performance of the workers themselves (Chidir et al., 2022).

The leadership style adopted by superiors can have a significant impact on employee performance and the organization's success in achieving their goals. Leaders must consider a leadership style that is appropriate to the situation and can maximize employee performance. According to Barker and Nussbaum (2011), the work environment is a factor that influences employees in carrying out the assigned tasks. Thus, based on the background description and the differences in the findings of previous studies, the research objective is to determine the relationship between leadership style, work environment and supply chain performance.

This paper is structured as follows. The theoretical background and hypotheses sections introduce the key constructs of research and develop hypotheses. The methodology section describes the procedures used for data collection and validation of construction properties measurements, and the results section presents the results of this empirical study. The implications for practice and research are presented in the discussion and implications. Finally, the study concludes with a discussion of the findings and suggestions for further research in the conclusion section.

2. Literature review and hypothesis development

2.1 Leadership

Leadership plays a very important role in organizational management. Leadership is needed in managing any organization, it requires someone who is entrusted to lead and to achieve common goals there must be a process (Purwanto et al., 2023a). To run the latest business organizations, concepts and theories may be needed outside of mainstream leadership theories such as charismatic leadership. and transformational leadership with various variations in its implementation. Not all the leadership theories that we know and believe so far are the most appropriate and effective, still relevant to driving business activities. A leader is someone who has leadership skills, can influence other people or a group of people. A leader is also someone who actively plans, coordinates, and does work to achieve goals together. According to Purwanto et al. (2023b) one's leadership can be seen and assessed from several indicators as follows: 1) Ability to Make Decisions, 2) Ability to Motivate, 3) Ability to Communication, 4) Ability to Control Subordinates, 5) Responsibility and 6) Ability to Control Emotional.

2.2 Work environment

According to Barker et al. (2011) the work environment is a place where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. According to Nitisemito (2002), work environment indicators are 1) Work atmosphere, 2) Relations with colleagues and 3) Availability of work facilities. Work environment is a very important component in employees carrying out work activities. By paying attention to a good work environment or creating working conditions that can provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees to work. The definition of the work environment here is everything that is around the workers, and which can influence them in carrying out the tasks assigned, for example cleanliness, music, lighting, and others. The work environment in a company is very important for management to pay attention to. Although this work environment does not directly carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. A good work environment can improve employee performance, whereas an inadequate work environment can reduce morale. The work environment is a very important factor in the company. A good work environment will support a high level of work productivity and it will be able to increase the productivity of the company concerned. A pleasant work environment for employees will be able to create a sense of passion at work to avoid feeling bored and tired. If the work environment cannot be fulfilled according to the needs of employees, it can lead to boredom and fatigue so that it will reduce employee enthusiasm and ultimately employees do not carry out their duties effectively and efficiently. According to Sunarsi et al. (2020), the work environment is a physical and social work environment which includes physical conditions, space, place, work equipment, type of work, superiors, co-workers, subordinates, people outside the company, culture, company policies and regulations. The work environment is everything that exists around employees that can influence the carrying out of the tasks assigned by the company. The work environment is all the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. Based on the definition above, it can be concluded that the work environment is a condition where employees work, both regarding physical aspects, as well as those concerning social aspects in a company or organization that can influence employees in carrying out their daily tasks and work.

2.3 Organizational pressures

According to Ramanathan et al. (2014), work stress is a condition of tension that affects one's emotions, thoughts, and physical condition. Stress that is not handled properly usually results in a person's inability to interact positively with his environment, both in terms of the work environment and the environment outside of work. According to work stress is a condition where there are one or several factors in the workplace that interact with workers so that it disrupts physiological conditions and behavior. Work stress will arise when there is a gap between individual abilities and the demands of the job. Working can be a very memorable experience, for many people work is a sizable part of their identity, but sometimes work gets disrupted when problems arise at work. For example, if co-worker conflict arises, this conflict will become a psychological burden at work, the burden can turn into depression. One of the working conditions that have the potential to cause work stress is interpersonal relationships that are not conducive or interpersonal demands that can trigger conflict. This is for example too much conflict between individuals, not friendly between people, and so on. Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period. According to Barling et al. (2004), workload is the amount of work that must be borne by a position/organizational unit and is the product of work volume and time norm. If the worker's ability is higher than the demands of the job, boredom will appear. On the other hand, if the worker's ability is lower than the job demands, more fatigue will appear. The workload imposed on employees can be categorized into three conditions, namely standard workload, workload that is too high (over capacity) and workload that is too low.

2.4 Green Supply Chain Performance

Performance (achievement) is the result of work in quality, quantity, and timeliness that is achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is also an interdisciplinary approach to setting effective goals, making plans, applying productive means to use resources efficiently while maintaining high quality. According to Brayfield and Crockett (1955), employee performance is what is done and not done by employees. Employee performance affects the sustainability of the company in achieving company goals. Good employee performance can provide benefits for the company, while poor performance can result in losses for the company (Arijanto, 2022; Mishra et al., 2019).

2.5 Relationship of leadership style to green supply chain performance

According to Vijayvargy et al. (2017) and Xi et al. (2023), leadership style has a significant influence on green supply chain performance, where the respondents in this study are able to take action the right way to solve problems faced by co-workers. Good leaders also always provide support and guidance to colleagues to achieve company goals. These findings corroborate several previous studies. According to Vanalle et al. (2017), Testa and Iraldo (2010) and Geng et al., (2017), leadership style has a significant positive effect on green supply chain performance.

H₁: *Leadership style has a positive and significant effect on green supply chain performance.*

2.6 Work Environment Relationship to green supply chain performance

According to Shin and Cho (2022), Bu et al. (2020) and Seman et al. (2019), work environment has a positive and significant influence on green supply chain performance. This means that the leader always evaluates the performance of colleagues and provides feedback that helps in the process employee self-development and career. Leaders also always provide incentives and rewards to colleagues who excel in increasing the morale of the green supply chain. Therefore,

H₂: *The work environment has a positive and significant effect on green supply chain performance.*

2.7 Relationship of organizational pressures to green supply chain performance

According to Zhu and Sarkis (2007), work stress and performance variables of employees are low and inversely correlated. This means that if work stress is high then employee performance decreases, and if work stress decreases, then employee performance increases. Based on the results of the study, it was found that work stress had a negative and significant effect on employee performance, this explains that if work stress increases, it reduces employee work potential. Shibin et al. (2020) described that work stress makes employees pressured and has a negative effect on green supply chain performance, for that micro employees must be free from work stress so that employee performance increases. There are many factors stress experienced by employees of this institution. Stress normally has a negative effect on employee productivity, in the stress hypothesis has a negative impact on employee performance when it does not reach a certain point. Therefore,

H₃: *Organizational pressures have a negative and significant effect on green supply chain performance.*

3. Method

This research method is a quantitative method, data analysis uses structural equation modeling (SEM) with SmartPLS 3.0 software tools. The population of this study is internal auditors who have experience in cyber security and information technology. The sample for this study was 490 respondents of SMEs owners who were determined by the snowball sampling method. The research data was obtained from an online questionnaire which was distributed via social media. The questionnaire was designed using a Likert scale of 1 to 6. The stages of data analysis were validity test, reliability test and significance test. The scale in this study consisted of 6 Likert scales, namely 6 (strongly agree), 5 (agree), 4 (doubt tends to agree), 3 (doubt tends to disagree), 2 (disagree), 1 (strongly disagree). From the theoretical framework, hypotheses can be developed that can be tested to determine whether the formulated theory is valid or not. Then later it will be measured by appropriate statistical analysis. For this reason, the authors build a research model as shown in Fig. 1 below:

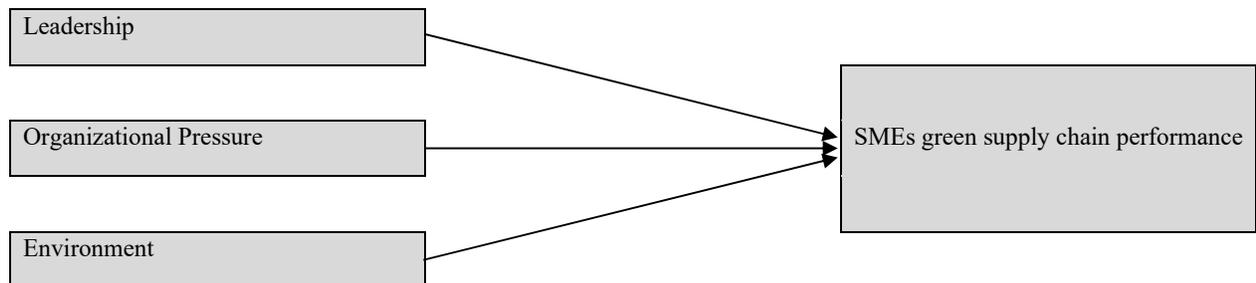


Fig. 1. Research Model

4. Result and Discussion

4.1 Respondents Profile

In total 490 SMEs owners participated where 71% of them were male. In terms of age, 20% of them aged less than 30 years, 40% of them aged between 30 and 40 years, and the rest of them aged over 40 years. In terms of job experience, nearly 30% of them had less than 5 years of job experience, while 40% of them had between 5 to 10 years of job experience, and 30% of them had at least 10 years of job experience. Meanwhile, most of their last education degree ranges from master's degree (91%) and Ph degree (9%). The following are the results of the validity test with the criteria for the factor loading value for each indicator being greater than 0.6.

Based on the validity test, it was obtained that the values of all indicators were greater than 0.6 so that it was concluded that all indicators met the validity requirements. Next is the reliability test with the criterion of Cronbach's Alpha value greater than 0.5. Composite Reliability and Average Variance Extracted (AVE) values are greater than 0.7.

Table 1
Average Variance Extracted (AVE)

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leadership (L)	0.731	0.823	0.632
Organizational Pressure (O)	0.745	0.816	0.698
Environment (E)	0.715	0.816	0.676
SMEs green supply chain performance (G)	0.745	0.834	0.678

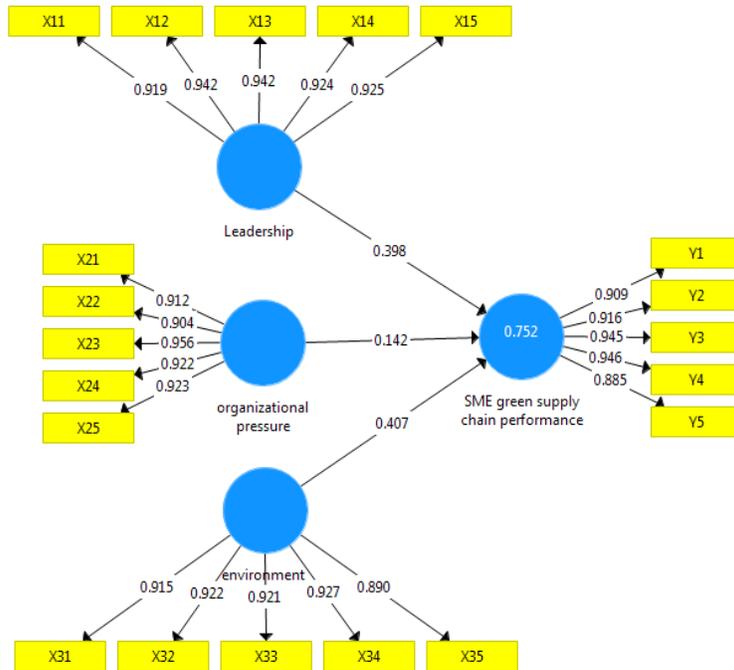


Fig. 2. Validity Testing

Based on the reliability test, it was found that all variables had Cronbach's Alpha values greater than 0.5. The Composite Reliability and Average Variance Extracted (AVE) values are greater than 0.7 so that it is concluded that all variables meet the reliability requirements.

Table 2
Discriminant Validity

Var	L	O	E	G
L	0.815			
O	0.809	0.915		
E	0.709	0.923	0.808	
G	0.708	0.803	0.706	0.890

Based on Table 2 above, the correlation value of each variable with the variable itself has the greatest value when compared to the correlation value with other variables. So based on the results of Table 2 it can be concluded that this study has fulfilled the discriminant validity test.

Table 3
Collinearity (VIF)

Var	G
L	2.417
O	2.253
E	2.276

Multicollinearity in a regression model can be determined by calculating the Variance Inflation Factor (VIF) value. VIF is a factor that measures how much the variance of the regression estimators increases compared to the independent variables which are orthogonal if connected linearly. If VIF is greater than 5, then the variable has a multicollinearity problem with other independent variables. Multicollinearity test results for research respondents obtained that the VIF value is less than 5 so that it can be stated that the model does not experience symptoms of multicollinearity.

Table 4

The results of R-Square

Variable	R-Square	Adjusted R-Square
SMEs green supply chain performance	0.752	0.750

From the R-square table, it can be concluded that 75.2 % of SMEs' green supply chain performance are influenced by Leadership, Organizational Pressure and Environment while the remaining 24.7 % is influenced by other variables outside the study. In addition to reliability in the inner model test there is also a hypothesis test, while the hypothesis test in this study is as follows:

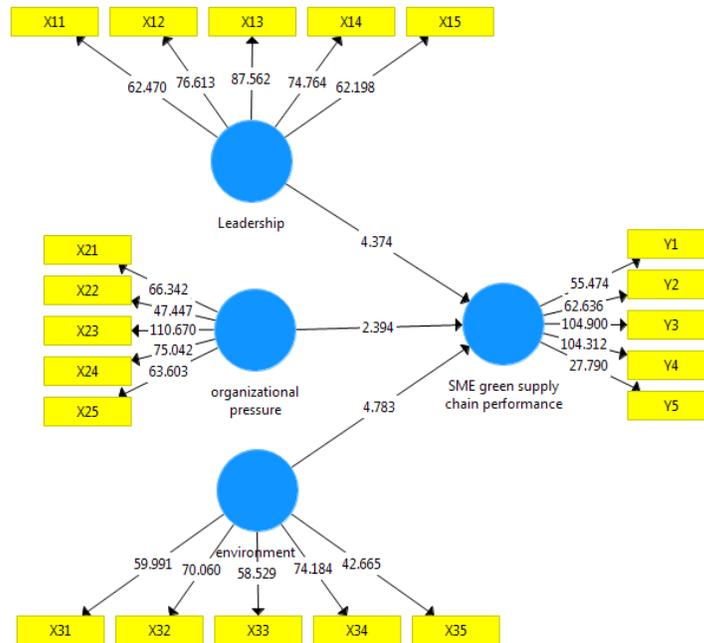


Fig. 3. Hypothesis Testing

The effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R-Square value and the significance test value were obtained in Table 5. The results for all hypotheses (H1, H2, H3) are supported.

Table 5

Hypotheses Testing

Hypotheses	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Decision
H1	L -> G	0.398	0.109	0.012	4.374	0.000	Supported
H2	O -> G	0.142	0.713	0.032	2.394	0.000	Supported
H3	E -> G	0.407	0.809	0.023	4.783	0.000	Supported

From the value of the hypothesis testing table, it is known that all hypotheses in the study are accepted because they have a p-value below 0.05.

The Influence of Leadership on Supply Chain Performance

In the results of the structural equation modeling (SEM) analysis test in this study it was found that leadership has a significant and positive effect on performance and can also be seen from research previously used as a reference in this study, that getting the same results is what Chen et al. (2023) also reported, namely leadership has a significant effect on Supply Chain Performance. So, by improving existing leadership, we also improve existing performance so that the performance or productivity of the company will also increase.

According to Chen et al. (2023) The leadership style of a boss is one of the external factors that can make an employee's performance increase or decrease. Some leaders can guide and direct their employees in completing a project, but there are also leaders who act like bosses. According to Shin et al. (2022), employees will certainly be more comfortable working with

leaders who can truly lead the company and even serve as role models. It is not impossible that employees who have found an ideal leader will decide to work for the company for a long time. The first leadership style indicator that affects employee performance is the nature of a leader. Employees will feel more comfortable working in companies that have superiors with leadership traits than bosses. Leaders and bosses have 2 very different leadership style traits. One very significant difference between the two is that the leader will see the process that his employees go through while the boss will be more demanding of the results provided. According to Vizano et al. (2020) and Tumpa et al. (2019), differences in the nature of these leadership styles will affect how a superior can appreciate all the performance of his employees. Leaders who can appreciate their employees will make anyone who works with them have enthusiasm and motivation.

A leader with a good character can influence employee performance in certain ways such as courage in facing new challenges, the desire to move forward, perseverance or discipline, and many more. Therefore, superiors who have the character of a leader will often be used as role models by employees and they will not even hesitate to learn directly from their leaders. In addition to character, the personality of a boss can also affect employee performance. The personality of a boss must be a mirror for his employees so that they can see real examples of their leaders directly in becoming someone who is successful. Every employee will certainly be more comfortable working with a leader who can control their temperament. According to Vanalle et al. (2017), the temperament referred to here is the behavior of a leader when they communicate with employees or provide feedback on one's work. A leader with a good temperament will increase employee performance. Employees can become more open to direct interactions with their superiors. The last leadership style indicator that can affect employee performance is habit.

The Influence of the Work Environment on Supply Chain Performance

According to Putra et al. (2021), the work environment is everything related to employee activities in the office. This starts from the company culture, physical environment, to supporting facilities, such as health insurance, parking, etc. This work environment can be divided into two, namely the physical work environment and non-physical work environment. The physical environment, for example, is lighting and wall color. While non-physical examples are the structure and pattern of leadership. So, it can be concluded that the work environment is everything that supports employee activities in the office. The physical environment includes everything (objects or tools, ed) around the workplace that can affect employees either directly or indirectly. There are two categories that are in this type. One of them is the environment that is directly related to employees. This can be in the form of workspace, chairs, tables and so on. Then the environment does not directly affect the human condition. Examples are temperature, humidity, air circulation, lighting, noise, odor, color, and so on. The physical environment is closely related to the workplace or activity for each employee. Therefore, the physical environment influences the morale and emotions of the employees. According to Seman et al. (2019), the non-physical environment is all conditions related to the relationship between employees such as relationships with superiors and with fellow and subordinates. Elements related to this non-physical environment are company culture and working conditions such as work-life balance to a healthy lifestyle. The non-physical environment influences the condition of the company. Companies can create good conditions and support the productivity of the people in them. The ideal work environment is a work environment that is conducive and understands the balance of career and personal life. Although, a balanced work environment is still difficult to find. For employees, the work environment is a very crucial and influential part of the operations of a company. The work environment affects company productivity, because a good and satisfying work environment will certainly improve employee performance. It is important to keep the work environment stable and conducive. The work environment can affect the emotions of employees. If an employee likes the work environment in which he works, then the employee will feel at home in his workplace carrying out activities so that work time is used effectively and is optimistic that employee performance will also be high. The work environment includes working relationships that are formed between fellow employees and working relationships between subordinates and superiors as well as the physical environment in which employees work. The work environment has a significantly positive effect on employee performance and through previous research which is a reference for this study which was investigated by Boose et al. (2017). So by paying attention to the existing work environment by keeping it good and comfortable for employees, it will make the performance of employees even better. That way the better the performance of employees, the performance or productivity of the company will also increase (Permana & Soediantono, 2022).

Effect of organizational pressures on performance

Prolonged high levels of stress can cause physical symptoms such as high blood pressure, ulcers, sexual dysfunction, headaches and coronary heart disease. Behaviors that show symptoms of stress include low performance, bad and wrong decisions, increased accidents at work, high absenteeism, or increased aggression at work. The results of this study are in line with Prabhu et al. (2023) whose research results from the results of the correlation analysis was between work stress and green supply chain performance, the results of the numbers of work stress variables and employee performance variables have a low and inverse correlation. This means that if work stress is high then employee performance decreases, and if work stress decreases, then employee performance increases. Based on the results of the study, it was found that work stress had a negative and significant effect on employee performance, this explains that if work stress increases, it reduces employee work potential.

According to Utomo et al. (2023), the performance of each employee greatly supports the success of the performance of employees in the company or organization. Leadership and a good work environment are given by the company to its employees, the higher the effort of the employees to improve their performance. If the leadership and work environment provided by the company to employees is even lower than the set average, then the performance provided by employees for the company will be lower. Therefore, in every organization it is necessary to emphasize and improve the performance of its employees. Based on the first hypothesis test between leadership, work environment and employee performance has a significant direction, then the second hypothesis test influences between leadership, work environment and employee performance in the form of linear regression shows a significant difference, it can be stated that there is a positive relationship between leadership, work environment and employee performance in general real.

5. Conclusion

The results of this study have indicated that leadership has a positive and significant effect on the performance of the green supply chain in SMEs, organizational pressure has a negative and significant effect on the performance and the environment has a positive and significant effect on them. Leadership and Work Environment is one of the factors that is quite important for the SMEs. If implemented properly, it will increase the performance of employees, who will contribute to increasing work productivity so that it can be achieved. From the analysis, significant reverse results were found between the influence of leadership and work environment variables on performance variables. From the results of data calculations there was a positive relationship between leadership and the work environment on real performance. Based on the results of the study, we have found that work stress had a negative and significant effect on employee performance, which explains that if work stress increases, employee work potential also reduces. The results of his research have shown that work stress makes employees pressured and has a negative effect on green supply chain performance, for that micro employees must be free from work stress so that employee performance increases.

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